

Relationship between Perceived Employability and Sabotage Behavior: Moderating Roles of Perceived Organizational Support and Procedural Justice

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ABSTRACT

Sabotage behavior is a significant challenge that can undermine an organization's performance and effectiveness. The mechanism connecting perceived employability to sabotage behavior is under-researched in organizational behavior literature. Based on mentioned above and drawing on the social exchange theory, this study examined the moderating roles of perceived organizational support (POS) and procedural justice (PJ) in the relationship between perceived employability and sabotage behavior among employees in manufacturing organizations. A correlational research design and quantitative approach for data collection were utilized. Simple random sampling was utilized for selecting 171 employees from the manufacturing organizations. Regression analysis (Hayes' PROCESS macro model 1) was used for testing the hypotheses. The results of the study indicated that there is a positive relationship between perceived employability and sabotage behavior. POS and PJ moderated the relationship between perceived employability and sabotage behavior. The study results highlighted the importance of POS and PJ in attenuating the effect of perceived employability on sabotage behavior. It was recommended that organizations ensure that employees are respected and recognized for their contributions, their well-

being should be prioritized, and fairness should be visible and established in organizations.

Keywords: Perceived employability, Sabotage behavior, Perceived organizational support, Procedural Justice, Manufacturing organizations

INTRODUCTION

Achieving increased performance levels and staying competitive while striving for sustainability have been some of the aims of organizations worldwide. These aims are mostly achievable through the individuals who work for the organization. Today's work environment comes with many challenges, such as how to manage employees. By efficiently maximizing organizational resources and operating costs, organizations expect their employees to sustain consistent efficiency and effectiveness (Ezeh et al., 2018). The attitude that employees bring to the workplace is very crucial to the actualization of the organization's goals and objectives. This indicates that positive workplace behavior is of utmost importance. Unfortunately, there exist behaviors that are detrimental to the goal and objectives of the organization, one of which is employee sabotage behavior. Sabotage behavior is defacing or destroying physical property belonging to the organization and intentionally wasting the raw materials in the organization (Chand & Chand, 2012). Sabotage behavior refers to the behaviors carried out by employees intending to damage or disrupt the organization's production and properties, destroy relationships, and harm employees or customers (Kanten & Ulker, 2013; Umana & Okafor, 2019).

The literature on sabotage consists primarily of two types: restoration equity and retaliation behavior. Restoration equity consists of behaviors that attempt to restore or counterbalance a perceived loss in one's situation, e.g., vandalizing a company's properties (Warren, 2010). Employee retaliation behaviors are those behaviors that are intended to punish, disrupt, or seek revenge against one's employer, co-worker, or boss, e.g., purposefully damaging equipment, intentionally working slowly, and taking long and unnecessary breaks (Skarlicki & Folger, 1997; Warren, 2010).

There have been several cases where employee sabotage behavior has been reported to affect workplace activities across various organizations. For example, it has been reported that employees sometimes deliberately damage equipment, halt the production process, take supplies home without permission, waste the organization's resources, disobey instructions given by managers and supervisors, and deliberately refuse to give a co-worker crucial information necessary for the work to be carried out (Umana & Okafor, 2019). Employees' sabotage behavior greatly affects the organization's productivity and image (Wang et al., 2011). These activities victimize

the organization, as capital and human resources are greatly affected. It becomes difficult for the organization to achieve its goals when the employees consistently sabotage. Hence, it is imperative to understand the possible antecedents of sabotage behavior because it significantly impacts the organization's productivity and general effectiveness.

Practical efforts in identifying the determinants of employee sabotage behavior are complex and ongoing with increased intensity as today's organizations are complex and constantly changing. Previous studies on employee sabotage behavior have focused on the identification of specific events that trigger sabotage behavior in the workplace, such as factors directly stemming from the organization, which includes reactions to organizational injustice, pay satisfaction, unfavorable job characteristics, and job security (Ambrose et al., 2002; Ezech et al., 2018; Ezech & Osineme, 2017; Harris & Ogbonna, 2006).

The literature also indicates that other factors, such as individual differences and specific negative workplace events, have been investigated (Chi et al., 2013; Lee & Ok, 2014; Wang et al., 2011). However, recent reports suggest that employees' perception is linked to service sabotage and counterproductive behavior toward the organization (Alpler et al., 2021; Imam & Chambel, 2020). Therefore, this study is based on the above proposition by investigating the relationship between perceived employability and sabotage behavior among employees in manufacturing organizations. Although studies have been carried out on the relationship between perceived employability and other negative workplace behaviors such as workplace bullying (De Cuyper et al., 2009), turnover intention (Baranchenko et al., 2020; De Cuyper et al., 2011a), and organizational and interpersonal counterproductive work behavior (De Cuyper et al., 2014; Imam & Chambel, 2020), the current study is necessitated by some gap in the extant literature.

First, based on the researchers' knowledge and the literature reviewed before the commencement of this study, there is a limited approach as no study has directly linked perceived employability to employee sabotage behavior in manufacturing organizations, especially in the current research context (Nigeria). Consequently, perceived employability is examined as an antecedent of sabotage behavior in the workplace. The choice of perceived employability is informed by the human capital theory, where perceived employability is regarded as a positive cognitive mechanism that helps safeguard employees from the consequences of norm violation in the workplace since employees high in perceived employability may not be dependent on their current job or organization (De Cuyper et al., 2014; Schultz, 1961; Sora et al., 2010).

This takes us to the second gap in the extant literature related to the mentioned earlier. Although the literature on the antecedents of sabotage behavior in the present

research location (Nigeria) is highly appreciable (e.g., Akinsola & Alarape, 2020; Ezeh & Osineme, 2017; Ezeh et al., 2018; Nnaebue et al., 2020), perceived employability have not been studied in relations to negative workplace behaviors. Perceived employability is an area in management that has not been well explored, especially concerning skilled labor in manufacturing organizations. Also, to better comprehend the relationship between the predictor and criterion variable, perceived organizational support (POS) and procedural justice (PJ) are utilized as moderators. Social exchange theory (Blau, 1964) informs the selected variables implicating POS and PJ as drivers of positive workplace behaviors.

This study proposes that employees with high perceived employability are likely to engage in sabotage because they believe they are highly employable within and outside the organization. As sabotage behavior increases, the organization loses, and this affects the overall effectiveness of the organization. This is reinforced when the employee perceives that the organization does not value their contribution or regard their well-being. This is also reinforced when employees perceive no fairness in the procedures used in making important decisions that affect them.

LITERATURE REVIEW

Sabotage Behavior

Sabotage behavior is a form of counterproductive work behavior. According to Crino (1994), sabotage behavior is a “severe behavior that is intended to damage, disrupt or subvert the organization’s operation for the personal purposes of the saboteur by creating unfavorable publicity, embarrassment, destruction of working relationship or the harming of employees or customers” (p. 312). Chand and Chand (2012) describe sabotage behavior as defacing or destroying physical property belonging to the organization, intentionally wasting raw materials, and purposely littering the work environment. Ling et al. (2014) refer to sabotage behavior as inefficacy in the organization’s operations based on the employees’ negative workplace behavior. Sabotage behavior is deliberately intended to cause malfunctioning in the workplace for the personal goals of the employee involved. It is an occupational crime and can include embarrassing co-workers, leaving the workplace before official closing hours, stealing from the organization, destroying company properties, misusing information, unsafe behavior, poor attendance, and poor quality work (Ezeh & Osineme, 2017).

Perceived Employability

Organizations worldwide can no longer assure their employees of lifelong job security; as a result, employees have been stimulated to take charge of their careers across organizational boundaries (Direnzo & Greenhaus, 2011). Thus, instead of

depending on a single organization, employees have learned to be adaptable to changes around them by increasing their employability through skill development and training that cut across organizational boundaries. Employability refers to an employee's chances of finding alternative employment in the internal or external labor market (Forrier & Sels, 2003). According to Fugate et al. (2004), employability is a form of active adaptability specific to the work environment that enables employees to identify and realise career opportunities. Fugate et al. (2004) further stated that employability involves human and social capital, career identity, and personal adaptability.

Perceived employability is the perceived ability to obtain and maintain employment (Hillage & Pollard, 1998). It is an employee's perception regarding the capacity or chance to retain current employment or get a new job. According to Berntson and Marklund (2007), perceived employability is an individual's chance of finding a new job in the labor market. It is built from personal and situational factors derived from the estimated importance of an individual's skills and competencies compared to the requirements in the labor market (De Cuyper et al. (2011b). It represents an individual perception of how attractive he or she is to the labor market, perception of the available opportunities, and the effort needed to get a new job (Yaves et al., 2019).

Perceived Organizational Support

Perceived organizational support (POS) is a highly researched area in organizational behavior literature. POS has been defined as the global beliefs of employees regarding the extent to which the organization values their contribution and cares about their well-being (Rhoades et al., 2006). Rhoades and Eisenberger (2002) described POS as the employees' assurance that the organization will provide adequate assistance to carry out their job effectively and deal with work-related stress. POS is defined as employees' general belief concerning how the organization can meet their socio-emotional needs, value and reward their contribution, and care about their well-being (Eisenberger et al., 2020; Rhoades & Eisenberger, 2002). According to Celik and Findik (2012), POS is the general belief held by employees that the organization is committed to them and values their continued membership through adequate support, especially for their well-being at work. POS significantly impacts favorable workplace behaviors such as organizational commitment, job performance, and psychological well-being (Krishnan & Mary, 2012). Eisenberger et al. (2020) reaffirm that POS is felt in the organization when the employees have favorable experiences in the work environment and when they believe that these favorable experiences are from the organization's purposeful and voluntary actions towards making their work conditions better and not as a result of legal or regulatory compliance. This indicates that a positive

perception of support from the organization will increase when employees attribute positive experiences to discretionary acts on the part of the organization.

Procedural Justice

The importance of establishing fairness in the organization cannot be undermined. Although perceived organizational justice has three dimensions (procedural, distributive, and interactional justice), this study focuses on PJ. Procedure justice within the organization has been recognized as an essential tool in achieving long-term stability. Organizational justice is a variable that influences the behavior of employees. PJ refers to how allocation decisions are made in the organization (Konovsky, 2000). PJ is the perceived fairness of the procedures and techniques used in determining employees' outcomes in the organization (Ding & Lin, 2006; Malik & Naeem, 2011). The perception of justice in the organization has positive and negative consequences. The perceived justice in organizational procedures may encourage employees to carry out positive organizational behaviors (Twumasi & Addo, 2020). On the other hand, perceived injustice in procedures used in allocating outcomes and decisions that affect employees can lead to norm violation (Michel & Hargis, 2017; Shkoler & Tziner, 2017).

Perceived Employability and Sabotage Behavior

Literature on perceived employability and employee sabotage behavior is in dearth. There is limited research on the possible consequences of perceived employability. As a result, the bases for the empirical review are derived from related studies on perceived employability and employee sabotage behavior across various work settings. Perceived employability has been linked to positive and negative workplace behaviors (De Cuyper et al., 2014; Imam & Chambel, 2020). Specifically, De Cuyper et al. (2009) investigated how job insecurity and perceived employability affect the targets' and perpetrators' workplace bullying experiences. The organizations used in the study were selected based on records of earlier workplace bullying, expected variation in job insecurity and employability, and the possibility for generalization. The findings indicated that job insecurity was positively related to the target and perpetrators' workplace bullying reports. Perceived employability was negatively correlated with target reports of workplace bullying. However, it did not correlate with perpetrators' reports of workplace bullying. The study's results established that employees with high perceived employability who experience job insecurity would more likely engage in workplace bullying, which can have detrimental consequences for their colleagues.

Also, De Cuyper et al. (2011a) found that employees with high perceived employability will more likely voluntarily quit the organization in the presence of low job control. Similarly, Baranchenko et al. (2020) found a significant positive correlation

between perceived employability and turnover intention. Another study by De Cuyper et al. (2014) linked perceived employability to performance in the workplace - optimal functioning directed at the organization (in-role performance) and co-workers (helping behavior), and malfunctioning directed at the organization (organizational counterproductive work behavior, CWB-O), and co-workers (interpersonal counterproductive work behavior, CWB-I). The results indicated that perceived employability positively relates to malfunctioning at work (organizational and interpersonal counterproductive work behavior). This relationship tends to be stronger with increased job insecurity.

Perceived employability empowers the employees, but this power is likely to be abused. Employees with high perceived employability may care less about organizational norms, especially when they see reasons to violate them. Also, Imam and Chambel (2020) weighed into the employability paradox. They found that perceived employability did not relate to in-role performance and organizational citizenship behavior. However, perceived employability had a positive significant relationship with counterproductive work behavior. Imam and Chambel (2020) argued that since the organization depends on the highly productive nature of employees, employees with high perceived employability may practice norm violation, which can affect every aspect of the work process. Alpler et al. (2021) investigation of service sabotage in hospitality organizations found that job insecurity and employability were positively related to service sabotage. Also, employability moderated the positive link between job insecurity and service sabotage, suggesting that service workers with high employability are more predisposed to sabotage behavior when they perceive that no security is attached to their jobs. Based on the empirical literature reviewed, it is hypothesized that:

H₁: Perceived employability will predict sabotage behavior.

Perceived Organizational Support as Moderator of the Stated Relationship

Evidence in the literature suggests that POS can promote positive workplace behaviors and reduce negative behaviors or malfunctions at work. For instance, POS has been found to predict workplace deviance negatively (Chen et al., 2016), turnover intention, absenteeism, and counterproductive work behavior (Joy & Balu, 2016; Kurtessis et al., 2015; Zhao et al., 2013). Arguments favoring a moderating role for POS are based on the logic that a high perception of organizational support reduces negative behavior and malfunctioning at work. For example, Sarwar et al. (2020) obtained data from a sample of 217 nurses in the southern Punjab region of Pakistan to investigate ostracism in the workplace and service sabotage. A significant positive relationship was

found between workplace ostracism and service sabotage; at the same time, POS moderated the relationship signifying that POS lessens the effect workplace ostracism has on service sabotage.

POS has also been found to moderate the relationship between workplace bullying and turnover intention (van Schalkwyk et al., 2011), job crafting and job outcomes (Chen et al., 2016), specific dimensions of personality traits (agreeableness, conscientiousness, and emotional stability) and counterproductive work behavior (WeldAli & Lubis, 2016), career adaptability and counterproductive work behavior (Yu et al., 2019), opportunity model and organizational citizenship behavior (Morales-Sánchez & Pasamar, 2020), and internal perceived employability and turnover intention (Baranchenko et al., 2020). Employees who get sufficient support from their organization are well motivated to embrace positive workplace behaviors and find satisfaction in their jobs (Edosomwan, 2022). These empirical findings are also reinforced by the social exchange theory (Blau, 1964), where employees are motivated to return organizational support through positive work behaviors. Edosomwan et al. (2020) found that investing in workers' employability can promote a positive attitude in the organization if it is adequately done through the social exchange process. Based on the empirical literature and theoretical support discussed above, it is hypothesized that:

H₂: Perceived organizational support will moderate the relationship between perceived employability and sabotage behavior such that the relationship will be stronger among workers with low perceived organizational support.

Procedural Justice as Moderator of the Stated Relationship

Sufficient evidence exists in the literature regarding PJ attenuating undesirable organizational outcomes. For instance, Afghan et al. (2018) found that distributive and procedural justice were significantly and negatively related to counterproductive work behavior, while Dar and Rahman (2019) found a significant negative relationship between procedural justice and workplace deviance. Also, Nnaebue et al. (2020) found that the three dimensions of organizational justice (distributive, procedural, and interactional) were negatively significant with counterproductive work behavior. These studies support the notion that PJ in the organization reduces negative workplace behaviors.

The ability of PJ to reduce unfavorable workplace behavior may indicate that it can moderate the relationship between perceived employability and sabotage behavior. PJ has been found to moderate the relationship between job satisfaction and organizational citizenship behavior (Yadav, 2018), perceived job insecurity and

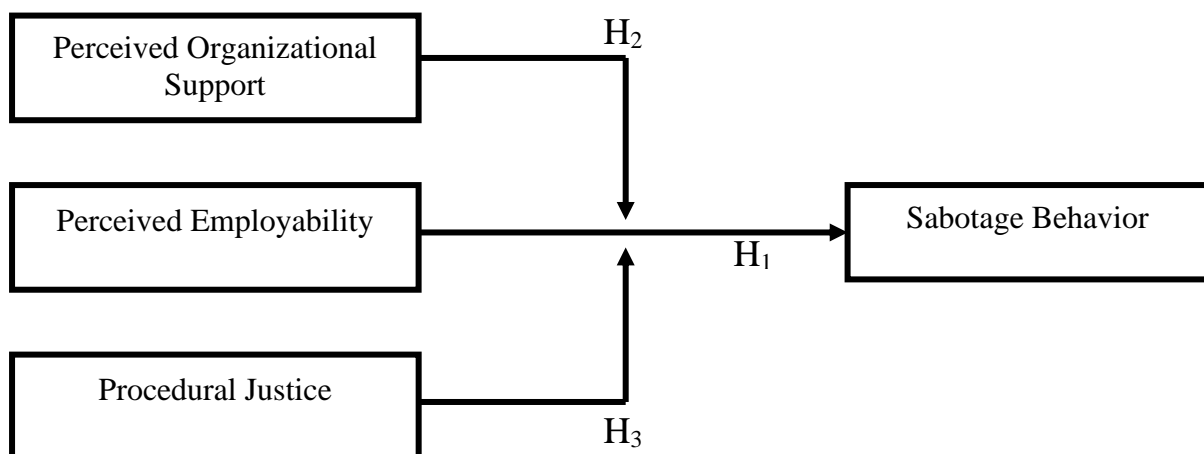
counterproductive work behavior (Oluwole, 2018), and breach of psychological contract and deviant workplace behavior (Malik et al., 2019).

Recently, Wei et al. (2020) examined Chinese employees' psychological empowerment and voice behavior while also investigating the moderating role of organizational justice. Two hundred and thirty-six employees of Chinese small- and medium-sized enterprises were sampled for the study. The study indicated that organizational justice moderated the relationship between psychological empowerment and employee voice behavior. The literature above gives a plausible explanation for the moderating role of PJ on other workplace outcomes. This justifies the use of PJ as a moderating variable. This is also supported by the social exchange theory (Blau, 1964), where employees are motivated to carry out positive work behaviors when PJ is high in the organization. Based on the empirical literature and theoretical support discussed above, it is hypothesized that:

H₃: Procedural justice will moderate the relationship between perceived employability and sabotage behavior such that the relationship will be stronger among workers with low procedural justice.

The three hypotheses developed for this study are presented in the conceptual framework below:

Figure 1 *Conceptual Framework*



RESEARCH METHODOLOGY

Participants

One hundred and seventy-one (171) participants were sampled from six manufacturing organizations in Apapa, Lagos, Nigeria. The sample size of 171

participants utilized for this study was satisfactory. It met the recommendation by Dewberry (2004), who stated that when the expected effect size is unknown, the requirement would be to use the medium effect size. The sample size has a 90% power of detecting association between each pair of constructs in the study. The sample consists of 113(66.1%) males and 58(33.9%) females; 92(53.8%) single, 76(44.4%) married, and 3(1.8%) separated; 130(76%) were junior staff while 41(24%) were senior staff in their various organizations.

The age range of the respondents was between 23-63, with a mean age of 34.27 years and a standard deviation of 6.68. All the participants had a formal education with a minimum of O' Level certification, which accounted for 14(8.2%), and a majority of the respondents, 151(88.3%), had a first-degree certification. The participants had spent 2-24 years in their respective organizations, with a mean of 5.83.

Measurement

The scale developed by Skarlicki and Folger (1997) was adopted for sabotage behavior. It is a 17-item scale designed to measure sabotage behavior in the workplace. A 5-point Likert format (1 = never to 5 = always) was utilized. The items capture key behavior intended to damage or disrupt organizational processes. A Cronbach's alpha of .90 was reported. Other studies have used the scale (Ezeh et al., 2018; Ezeh & Osineme, 2017). Perceived employability was measured with the self-perceived employability scale developed by Rothwell and Arnold (2007). It is a 10-item scale measuring an employee's perceived ability to keep current employment or obtain another job outside the organization. A 5-point Likert format (1 = strongly disagree to 5 = strongly agree) was adopted. A Coefficient alpha of .73 was reported for the scale. The 8-item version (Eisenberger et al., 1997) of the original 36-item version (Eisenberger et al., 1986) of the survey of POS was adopted. Items 6 and 7 are negatively worded. Reverse coding was used for the items that were worded negatively. A 5-point Likert format (1 = strongly disagree to 5 = strongly agree) was adopted. A Cronbach's alpha of .90 was reported for the 8-item scale. PJ was measured by a subscale from the organizational justice scale developed by Colquitt (2001). It is a 7-item scale that measures perceived fairness in procedures for making organizational decisions. All items were on a 5-point Likert scale (1 = very little extent to 5 = very great extent). A coefficient alpha of .74 was reported for the scale.

Design and Statistical Tool

The correlational research design was adopted for this study. Regression analysis via Hayes' PROCESS Macro (model 1) was used in testing the direct and conditional effects as indicated by the research hypotheses (Hayes, 2017). Participants'

demographic data were analyzed, correlation analysis was conducted, followed by Cronbach's alpha analysis of the measures used in collecting data. The data were managed and analyzed with the IBM-SPSS v.23.

Common Method Variance

Common method variance is a potential problem of any survey-based study as participants have been observed to give biased responses. This is usually attributed to various factors, some of which are addressed during the design of this study. First, the questionnaire was designed so the research participants could easily understand each item (Tehseen et al., 2017). Second, researchers ensured that the cover letter attached to the measures guaranteed the anonymity of the participants and made them understand that there were no right or wrong answers to enhance the provision of honest responses and prevent socially desirable responses (Rodríguez-Ardura & Meseguer-Artola, 2020). Third, a 5-point rating scale was adopted because it is perceived as a balanced rating format that can help prevent potential response bias (Nwanzu & Babalola, 2021).

Procedure

The researchers sought permission from all participating manufacturing organizations before administering the questionnaires. Two inclusion criteria were developed to help measure these behaviors in the organizations. Firstly, only employees who have spent at least two years in their respective organizations were allowed to participate in the study. This is based on the assumption that two years is sufficient for an employee to develop specific behaviors towards the organization. Within this time frame, an employee must have interacted with other employees and developed a unique attitude and perception of workplace activities. Secondly, with the prevalence of contractual employment in most manufacturing companies in the research area, only permanent staff were utilized for this study.

Participants were selected from the technical, operations, production, quality control, marketing, and human resources departments. All the sampled organizations have these departments. A probability sampling (simple random) technique was utilized in selecting the participants and administering the questionnaires. A random number generator was used to make the process easier. Employees who met the inclusion criteria and picked the generated random numbers were allowed to participate in the study. Simple random sampling is highly recommended for empirical studies because it gives each member of a population an equal chance of being selected. Thus, the selected sample represented employees who met inclusion criteria in selected manufacturing organizations.

After obtaining their informed consent, the questionnaires were administered to participants in their workplaces with the assistance of line managers and supervisors. One hundred and ninety-five (195) questionnaires were distributed across all the participating organizations within seven weeks. One hundred and seventy-eight (178) questionnaires were retrieved. This represented a return rate of 91.28%, which is satisfactory considering the recent reports of lower response rates in management research and general survey (Dutwin & Buskirk, 2021; Krishnan & Poulouse, 2016). After sorting out the questionnaire, 171 were used to analyze the data.

RESULTS AND ANALYSIS

Reliability, Validity, and Normality Statistics

The Cronbach's alpha for all the scales is shown in Table 1. The four scales utilized for collecting data were tested for reliability. The internal consistency of the scales was achieved through Cronbach's alpha analysis. As shown in the table, the internal consistency of the instruments was within the acceptable value ($> .70$). The reliability value was largely satisfactory (Howitt & Cramer, 2017). Content validity was achieved by adopting an existing scale. Convergent validity was attained through inter-item correlation values. The values were in the range of 0.2-0.5, which was satisfactory (Field, 2018). The table also showed the test for normality using skewness and kurtosis. The values for the normality statistics were within the normal range (-.94 to +1.09). This indicates that the data were normally distributed and suitable for this study (Rashid et al., 2020).

Table 1 Reliability and Normality Test

Variables	No. of items	α	Skewness	$SE_{skewness}$	Kurtosis	$SE_{kurtosis}$
SB	17	.86	-.57	.18	1.09	.37
PE	10	.73	-.27	.18	.57	.37
POS	8	.80	-.14	.18	.47	.37
PJ	7	.85	-.94	.18	1.03	.37

Note. SB = sabotage behavior; PE = perceived employability; POS = perceived organizational support; PJ = procedural justice; $SE_{skewness}$ = Standard error of skewness; $SE_{kurtosis}$ = Standard error of kurtosis.

Table 2 below reveals the research variables' mean, standard deviation, and correlation coefficients. Some relationship pairs were significant, from $p < 0.01$ to $p < 0.05$. The correlational table indicated that perceived employability is positively related to sabotage behavior ($r = .22, p < 0.01$), while POS is negatively related to sabotage behavior ($r = -.17, p < 0.05$). There was no relationship between PJ and sabotage

behavior. The observed Correlation coefficient was modest ($< .80$), indicating an absence of multicollinearity. Using the correlational matrix method, common method variance occurs when the correlation values are substantially high ($> .90$). The observed correlation offers support for the absence of common method variance in the study (Hossen et al., 2020; Tehseen et al., 2017).

Table 2 Mean, Standard Deviation, and Correlation Coefficient of the Variables

Variables	Mean	SD	SB	PE	POS	PJ
SB	3.35	.52	1			
PE	4.01	.35	.22**	1		
POS	3.62	.62	-.17*	.23**	1	
PJ	4.26	.63	.08	-.05	-.01	1

Note. ** $p < 0.01$; * $p < 0.05$; SB = sabotage behavior; PE = perceived employability; POS = perceived organizational support; PJ = procedural justice

Hypotheses Testing

The hypotheses were tested with regression analysis via Hayes' PROCESS Macro. Simple moderation (model 1) using 5000 bootstrapping was carried out to test the direct and conditional effect as indicated in the hypotheses developed for this study. Table 3 shows the results of the simple moderation analysis. In congruence with the first hypothesis (H_1), the results showed that perceived employability positively and significantly predicted sabotage behavior ($\beta = .44, p < 0.01$). Hence, hypothesis 1 was accepted. The table also indicated that POS negatively and significantly predicted sabotage behavior ($\beta = -.19, p < 0.01$).

Table 3 Simple Moderation Analysis of POS on PE and SB

Predictors	Outcome = Sabotage Behavior (Y)					
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>	<i>LLCI</i>	<i>ULCI</i>
Perceived Employability (X)	.44	.11	4.23	.01	.24	.67
POS (W)	-.19	.06	-3.20	.01	-.31	-.07
PE (X) x POS (W)	-.61	.16	-3.73	.01	-.93	-.29
Conditional Effects of X on Y at values of the Moderator						
	<i>Moderator</i>	<i>Effect</i>	<i>SE</i>	<i>P</i>	<i>LLCI</i>	<i>ULCI</i>
	Low POS	-.63	.84	.16	.01	.53
	High POS	.63	.07	.14	.64	-.21

Note. $n = 171$; β = standardized coefficient; SE = standard error of sample size (5000); LLCI= lower limit confidence interval; ULCI= upper limit confidence interval; PE = perceived employability; POS = perceived organizational support

The results of Table 3 above further showed that the interaction term between perceived employability and POS was significantly related to employee sabotage behavior ($\beta = -.61, p < .01$). Two specific values of the moderator (POS) were used to show the conditional effect of perceived employability on sabotage behavior: -1 standard deviation ($-.63, > \text{mean value}$) and +1 standard deviation ($.63 < \text{mean value}$). The simple slope analysis showed a significant positive relationship between perceived employability and sabotage behavior among employees with low POS ($b = .84, t [167] = 5.34, p < .01$). Perceived employability was not significantly related to sabotage behavior among employees with high POS ($b = .07, t [167] = .50, p > .05$). Thus, hypothesis two was accepted. The simple slope is presented below:

Figure 2 *The Interaction Plot for the Moderating Effect of Perceived Organizational Support*

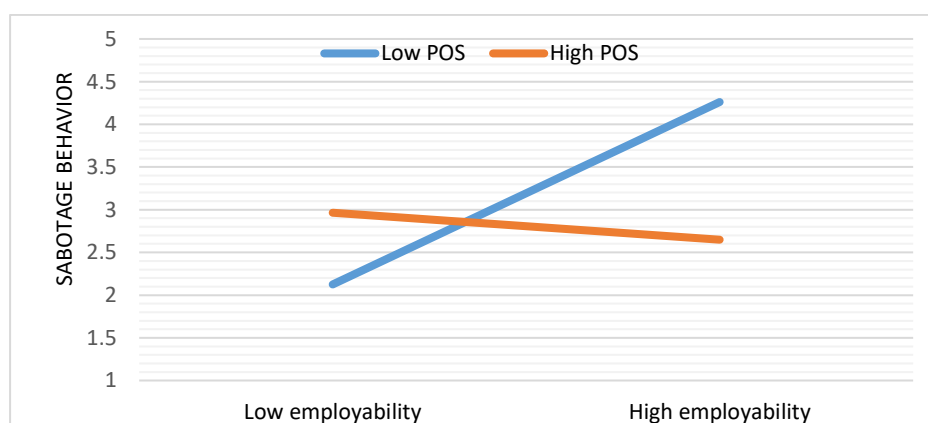


Table 4 *Simple Moderation Analysis of PJ on PE and SB*

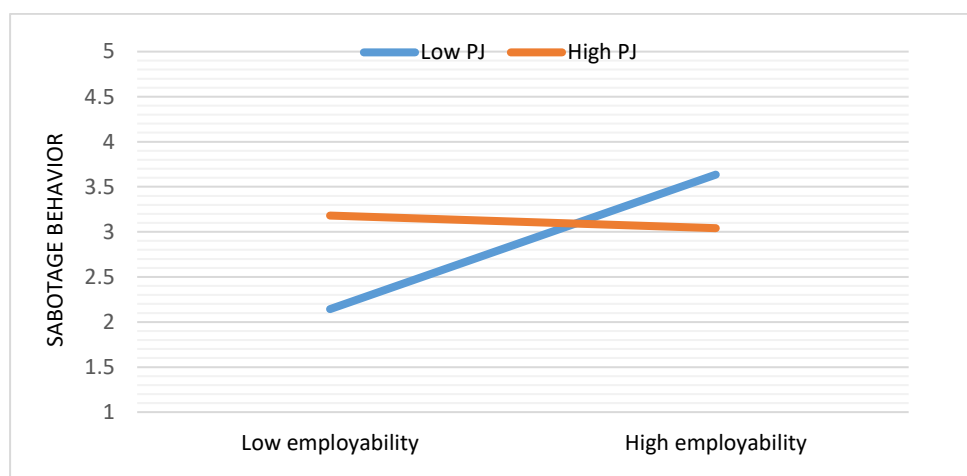
Predictors	Outcome = Sabotage Behavior (Y)					
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>	<i>LLCI</i>	<i>ULCI</i>
Procedural Justice(W)	.11	.06	1.76	.08	-.01	.23
PE (X) x PJ(W)	-.41	.17	-2.31	.05	-.76	-.06
Conditional Effects of X on Y at values of the Moderator						
	<i>Moderator</i>	<i>Effect</i>	<i>SE</i>	<i>P</i>	<i>LLCI</i>	<i>ULCI</i>
Low Procedural Justice	-.62	.59	.15	.01	.29	.90
High Procedural Justice	.62	.08	.16	.61	-.23	.39

Note. $n = 171$; β = standardized coefficient; SE = standard error of sample size (5000); LLCI= lower limit confidence interval; ULCI= upper limit confidence interval; PE = perceived employability; PJ = procedural justice

Table 4 above shows that PJ was not a significant predictor of sabotage behavior ($\beta = .11, p > .05$). The interaction term between perceived employability and PJ was significantly related to sabotage behavior ($\beta = -.41, p < .05$). Low and high values of the

moderator (PJ) were used to show the conditional effect of perceived employability on sabotage behavior: -1 standard deviation ($-.63$, > mean value) and +1 standard deviation ($.63$ < mean value). The simple slope analysis revealed a significant positive relationship between perceived employability and sabotage behavior among employees with low PJ ($b = .59$, $t [167] = 43.83$, $p < .01$). Perceived employability was not significantly related to sabotage behavior among employees with high PJ ($b = .08$, $t [167] = .52$, $p > .05$). Thus, hypothesis three was accepted. The simple slope is presented below:

Figure 3. *The Interaction Plot for the Moderating Effect of Procedural Justice*



DISCUSSION AND CONCLUSION

This study examined the relationship between perceived employability and sabotage behavior among employees in manufacturing organizations. The moderating roles of POS and PJ in the relationship between perceived employability and sabotage behavior were also investigated. First, it was hypothesized that perceived employability would significantly predict sabotage behavior in the workplace. This hypothesis (H_1) was accepted as perceived employability was a significant and positive predictor of sabotage behavior. This implies an employee's perception regarding employability within and outside the organization has consequences for it. According to the research findings, employees with high perceived employability are more predisposed to sabotage behavior in the workplace.

The research finding is congruent with what Sora et al. (2010) and De Cuyper et al. (2014) proposed regarding organizational norm violation. According to Sora et al. (2010), employees who perceive they are highly employable may not depend on their current organization. Highly employable workers care less about organizational norms, which makes them more inclined to carry out norm violations. Employability is a vital

tool employees can utilize to increase their attractiveness to the internal and external labor market. Therefore, perceived employability is a positive cognitive mechanism that helps safeguard employees from the consequences of norm violations in the workplace. Thus, employees with high perceived employability have a highly positive cognitive mechanism that allows them to carry out norm violations without fear of the possible consequences of this behavior.

The result of hypothesis one (H_1) is in congruence with an investigation by De Cuyper et al. (2014) on the moderating effects of felt job insecurity on perceived employability and performance. The performance measured as optimum functioning at work and malfunctioning directed at the organization was found to be significantly related to perceived employability. Specifically, the study indicated that perceived employability was positively related to malfunctioning at work - organizational and interpersonal counterproductive work behavior. Perceived employability can empower employees. However, this power will likely be abused, especially when employees see enough reasons to violate norms. Also in line with the research finding is the study carried out by Baranchenko et al. (2020) on the moderating role of POS and career orientation in the relationship between perceived employability and turnover intention. The study indicated a significant positive correlation between perceived employability and turnover intention. Turnover intention, just as sabotage behavior, is detrimental to general organizational effectiveness. Imam and Chambel (2020) found a significant positive relationship between perceived employability and counterproductive work behavior, while Apller et al. (2021) found a significant positive relationship between employability and service sabotage. Thus, providing support that perception of employability may lead to increased sabotage behavior in the workplace.

Hypothesis two (H_2), which stated that POS would moderate the relationship between perceived employability and sabotage behavior, was accepted as POS moderated the relationship between perceived employability and sabotage behavior such that the positive relationship between perceived employability and sabotage behavior was significant for employees with low POS and not significant for those with high POS. This implies that employees who feel that their organization values their contribution and care for their well-being are less likely to engage in sabotage behavior even when their employability is high. Empirically, studies have supported that POS reduces negative workplace behavior (Chen et al., 2016; Joy & Balu, 2016; Kurtessis et al., 2015; Zhao et al., 2013). Also, the finding aligns with the study by Yu et al. (2019) aimed at exploring the adaptability resource mechanism of the relationship between work stressors and counterproductive work behavior. Their findings indicated that POS moderated the relationship between career adaptability and counterproductive work behavior.

Lastly, it was hypothesized (H_3) that PJ would moderate the relationship between perceived employability and sabotage behavior in the workplace. The research

hypothesis was accepted as procedural justice moderated the relationship between perceived employability and sabotage behavior. The positive relationship between perceived employability and sabotage behavior is pronounced among employees with low PJ. This implies that employees who perceive fairness in the policies and procedures used in determining outcomes in the organization are less likely to engage in sabotage behavior even in the face of high perceived employability, compared to those with low PJ. Studies supporting the claim that PJ leads to lower undesirable outcomes in the organization offer support for this finding (Afghan et al., 2018; Dar & Rahman, 2019; Nnaebue et al., 2020). The finding further draws support from the study by Malik et al. (2019) on the moderating role of PJ in the relationship between breach of psychological contract and deviant workplace behavior. The findings revealed that PJ moderated the relationship between breach of psychological contract and deviant behavior.

In conclusion, the study successfully investigated the relationship between perceived employability and sabotage behavior while also studying the moderating roles of POS and PJ among a sample of employees in manufacturing organizations. It was found that perceived employability has a positive relationship with sabotage behavior. In addition, POS moderated the relationship between perceived employability and sabotage behavior. The relationship was pronounced among employees with low POS. Similarly, PJ also moderated the relationship between perceived employability and sabotage behavior. The relationship was stronger among employees with low PJ. This study contributes constructively to the literature by providing practical intervention (through social exchange variables such as POS and PJ) to attenuate workplace sabotage behavior.

Theoretical Contributions

This study empirically supports the relationship between perceived employability and sabotage behavior by highlighting that perceived employability negatively affects the organization. Especially for employees who perceived they were highly employable within and outside their current organization. The negative consequence (sabotage behavior) of perceived employability is explained by using the human capital theory. In this context, the human capital theory posits that high perceived employability is a tool that employees can use to safeguard themselves from the consequences of norm violation in the organization, thus, increasing the likelihood of sabotage behavior.

This study further highlighted the importance of social exchange theory (Blau, 1964) in the relationship between employees and their organizations. Two exchange variables (POS and PJ) were used as moderators. From the study results, POS and PJ moderated the relationship between perceived employability and sabotage behavior in favorable directions. Based on the theoretical perspective, employees are less likely to

sabotage organizational properties, workplace activities, and waste resources when there is procedural justice and the organization is perceived to be supportive. Hence, through the reciprocal norm attached to the social exchange, employees tend to carry out positive behavior to give back to their organization.

Practical Implications

The findings of this study have some salient implications for managerial practice. As suggested by the extant literature and this study, perceived employability positively correlates with sabotage behavior. This finding implies that employees high in perceived employability are likelier to engage in sabotage. Therefore, it becomes pertinent to look for ways of attenuating this relationship. Second, POS and PJ seem to reduce the chances that employees will engage in sabotage behavior; it behooves the management of manufacturing organizations to provide support and ensure PJ is in the organization. Some ways this can be achieved include adequately recognizing and rewarding employees' contributions in the workplace, providing a platform that supports employee well-being, lending a helping hand, ensuring that PJ is visible, and promoting equity in the organization.

Through adequate social exchange relationships, organizations can invest in employability through extensive programs and training that promote employability skills because the organization stands to gain from employees who can carry out their job effectively. Investing in employability can positively affect the organization if conducted through the social exchange process (Akkermans et al., 2019; Edosomwan et al., 2020). Hence, investing in employability can provide a sense of obligation on the part of the employee towards the organization.

Limitations

Although the present study has made some contributions to the literature, the study is not without limitations. Some of these limitations need to be considered and discussed. The first limitation of the study is the cross-sectional nature of the research. The study is based on cross-sectional data. Although the tested relationships suggest causal relationships, a cross-sectional study provides a weak basis for making causal inferences between variables. Therefore, it is recommended that to enable causal inferences, better approaches can be utilized. The second limitation of the study is its reliance on self-report measures. Self-reported data is usually vulnerable to common method bias or the wish to answer questionnaire items consistently, which may have artificially inflated the relationship among the variables in the study. Although constructive steps were taken to help reduce common method bias, it is usually difficult to fully eliminate this in a study involving self-report data.

Recommendations for Future Studies

The study's results confirmed and established the role of social exchange in the employee-organization relationship. Therefore, organizations should ensure that employees are respected and valued for their contributions, that their well-being is prioritized, and that fairness is visible and established. This is important because these factors can attenuate the effect of perceived employability on employee sabotage behavior. This study also provides avenues for future research. This highlights the need for longitudinal studies in this area. The findings call for more studies to map the complex interplay between perceived employability, sabotage behavior, POS, and PJ.

Given the inherent limitations in self-report data, collecting data from sources such as co-workers and supervisors would help overcome such limitations. Such studies can enrich the understanding of sabotage behavior in the workplace, not only based on the accounts of individuals who indulge in it but also from the perspective of those who witnessed the act and have sometimes been affected by it.

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Appendix: Measures of Constructs Used in the Study

Variables	Measurement items
Sabotage Behavior (Skarlicki & Folger, 1997)	On purpose, damaged equipment or work process.
	Took supplies home without permission.
	Wasted company materials.
	Called in sick when not ill.
	Spoke poorly about the company to others.
	Refused to work weekends or overtime when asked.
	Left a mess unnecessarily (did not clean it up)
	Disobeyed a supervisor's instructions.
	"Talked back" to my boss.
	Gossiped about my boss.
	Spread rumors about co-workers.
	Gave a co-worker a "silent treatment."
	Failed to give a co-worker required information.
	Tried to look busy while wasting time.
	Took an extended coffee or lunch break
	Intentionally worked slower.
Spent time on personal matters while at work.	
	Even if there was downsizing in this organization, I am confident that I would be retained.
	My personal networks in this organization help me in my career.

Perceived Employability
(Rothwell & Arnold, 2007)

I am aware of the opportunities arising in this organization even if they are different to what I do now.

Among the people who do the same job as me, I am well respected in this organization.

I could easily retrain to make myself more employable elsewhere.

I have a good knowledge of opportunities for me outside of this organization even if they are quite different to what I do now.

If I needed to, I could easily get another job like mine in a similar organization.

I could easily get a similar job to mine in almost any organization.

Anyone with my level of skills and knowledge, and similar job and organizational experience, will be highly sought after by employers.

I could get a job anywhere, so long as my skills and experience were reasonably relevant.

Perceived Organizational
Support
(Eisenberger et al., 1997)

My organization cares about my opinions.

My organization really cares about my well-being.

My organization strongly considers my goals and values.

Help is available from my organization when I have a problem.

My organization would forgive an honest mistake on my part.

If given an opportunity, my organization would take advantage of me.*

My organization shows very little concern for me.*

My organization is willing to help me if I need a special favor.

Procedural Justice
(Colquitt, 2001)

The questions below refer to the procedures your organization uses to make decisions about pay, rewards, evaluations, promotions, and assignments. To what extent...

Have you been able to express your views and feelings during those procedures?

Have you had influence over the outcome arrived at by those procedures?

Have those procedures been applied consistently?

Have those procedures been free of bias?

Have those procedures been based on accurate information?

Have you been able to appeal the outcome arrived at by those procedures?

Have those procedures upheld ethical and moral standards?

Note. * Reverse coded

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