Ambivalent identification as a moderator of the link between organizational identification and counterproductive work behaviors

Abstract

Although counterproductive work behaviors can be extremely damaging to organizations and society as a whole, we do not yet fully understand the link between employees' organizational attachment and their intention to engage in such behaviors. Based on social identity theory, we predicted a negative relationship between organizational identification and counterproductive work behaviors. We also predicted that this relationship would be moderated by ambivalent identification. We explored counterproductive work behaviors toward the organization (CWB-O) and other individuals (CWB-I). *Study 1*, a survey of 198 employees, revealed that employees who identified strongly with their organization reported lower levels of CWB-O, but as predicted, only when ambivalent identification was low. *Study 2* involved a manipulation in the form of a scenario presented to 228 U.S. employees, generally replicated the findings of Study 1: the link between organizational identification and CWB-O was stronger for participants in the low ambivalence condition than for those in the high ambivalence condition. The interaction effect of ambivalent and organizational identification on CWB-I was only marginally significant in the second study. These findings provide new evidence for the positive influence of organizational identification under conditions of low ambivalence on counterproductive behaviors toward an organization.

Introduction

In the last decade, the issue of ethical behavior in the workplace has become an important topic in organizational research (Basran, 2012). Unethical behavior can have major consequences for organizations, and can lead to lower organizational efficiency, reduced collaboration between teams and co-workers, and weaker employee motivation and satisfaction (see e.g., Cialdini & Trost, 1998; Hollinger & Davis, 2006; Harris & Ogbonna, 2006). Counterproductive work behaviors are an important type of unethical behavior in organizations (Braun, Aydin, Frey, & Peus, 2018; Lee, Schwarz, Newman, & Legood, 2019), and have been defined as "distinct acts that share the characteristics that they are volitional (as opposed to accidental or mandated) and harm or intend to harm organizations and/or organization stakeholders, such as clients, coworkers, customers, and supervisors" (Spector et al., 2006, p. 447). They include stealing materials from an employer, claiming pay for more hours than have actually been worked, purposely wasting supplies, and intentionally harming coworkers (Dalal, 2005). Such behaviors clearly violate established moral and social norms (Jacobs, Belschak, & Den Hartog, 2014; Vardi & Weitz, 2004), and can be viewed as a sign of employees' immoral intentions or unethical attitudes (Fida, Paciello, Tramontano, Fontaine, Barbaranelli, & Farnese, 2015; Jacobson, Marchiondo, Jacobson, & Hood, in press). Thus, they have become a central topic in business ethics research (e.g., Braun et al., 2018; Lee et al., 2019; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009). To better understand these counterproductive actions, researchers have focused on their potential antecedents and correlates (see Fida et al., 2015; Jacobson et al., in press; Yang & Treadway, 2018).

In this study, we take a social identity perspective to further explain why employees may or may not engage in such counterproductive behaviors at work. From the perspectives of social identity and self-categorization theory, the identification of employees with their organization has been conceptualized as a specific type of social identity (Ashforth & Mael, 1989) through which individuals integrate their personal self-definition with their membership of an organization, and thus the organizational identity becomes part of their self-concept (Tajfel & Turner, 1979; Turner,

Hogg, Oakes, Reicher, & Wetherell, 1987). Organizational identification is an aspect of the self and a core variable in organizational research and practice (Ashforth, Harrison, & Corley, 2008). The organizational identification of employees is also an important predictor of their motivation and intentions at work, and high levels of organizational identification should encourage employees to engage in behavior that is beneficial to the organization (van Knippenberg, 2000). Meta-analytical reviews provide support for this, identifying a robust empirical link between organizational identification and citizenship or extra-role behaviors (Riketta, 2005; van Dick et al., 2006), such as the recent and comprehensive meta-analysis by Lee, Park and Koo (2015), which included over 100 studies.

In contrast with this predominant approach in the literature that focused on the link between organizational identification and *positive* employee behaviors, in this paper we investigate the *dark side* of employees' conduct at work, and look at their counterproductive work behaviors from a social identity perspective. In doing so, we draw on recent conceptual work suggesting that the dynamics of social identity can be a central driver of unethical employee behavior (Vadera & Pratt, 2013). However, few studies have been conducted within the social identity frame. For example, DeConinck (2011) found that an ethical work climate of responsibility and trust was positively related to organizational identification among salespeople. Pagliaro et al. (2018) recently showed that an ethical organizational climate of friendship (versus a climate of self-interest), mediated in part through organizational identification, was negatively related to counterproductive behaviors in a cross-sectional study of 376 Italian workers.

In this paper, we develop and test the argument that organizational identification may have a protective function and reduce counterproductive work behaviors. However, importantly, we further propose that this function is critically contingent on employees' simultaneous feelings of (low) ambivalent identification. To develop our hypotheses, we draw on the *expanded perspective of organizational identification* (Kreiner & Ashforth, 2004; see also Pratt, 2000) to provide further evidence of the complexity of the attachments that people establish with their organization

(Ashforth et al., 2008). We thus contribute to the literature on business ethics, organizational identification, and counter-productive work behavior in several ways: First, our study helps to further develop a social identity perspective for understanding (un-)ethical behaviors in organizations. It is the first study to examine the expanded model of organizational identification in the context of business ethics (Kreiner & Ashforth, 2004). This model is an extension of the social identity approach and is based on the insight that employees' bonds with their organizations are often complex and cannot effectively be captured through a one-dimensional view of high versus low organizational identification (Elsbach, 1999). Rather, the expanded view suggests that employees may experience other forms of organizational identification, such as ambivalent identification—a state of mixed positive and negative feelings toward the firm (Kreiner & Ashforth, 2004; see also Ashforth, Rogers, Pratt, & Pradies, 2014). This view has received considerable attention in conceptual and qualitative research, but it is still emerging in quantitative studies (Ashforth et al., 2008). In a recent study providing initial evidence of the value of the expanded view, Schuh et al. (2016) found that the link between identification and citizenship behaviors was stronger for employees with weaker feelings of ambivalence. However, the expanded model has rarely been examined in empirical research and has not been applied to (un-)ethical employee behavior. The use of this model in our study therefore enables it to be tested in the novel context of predicting counter-productive work behaviors, thus introducing a new and extended theoretical framework to the domain of business ethics.

Second, we aim to counter the focus in the literature on the link between organizational identification and positive employee outcomes (Lee et al., 2015). Given the enormous costs related to unethical employee behavior, and to gain a more complete perspective of identification in organizations, the relationship with the darker side of employee conduct at work, in addition to that with positive employee behavior, should be examined (Harris & Ogbonna, 2006; Vadera & Pratt, 2013). In this study, we examine the relationship between organizational identification and counterproductive work behavior *and* attempt to identify a boundary condition for this link, thus

extending our understanding of the nomological extent of organizational identification, which is important for further theory development (Berry, Carpenter, & Barratt, 2012). We also demonstrate that the dynamics between employees' organizational identification and their actions that can harm the company are not yet fully understood and may not be straightforward. Research has suggested that high levels of organizational identification reduce employees' willingness to engage in counterproductive work behavior (Vadera & Pratt, 2013), as this entails a positive self-defining motivation toward the organization (van Knippenberg, 2000). However, as discussed in the theoretical and empirical sections below, the link between organizational identification and employees' counterproductive actions may be significantly reduced if employees are also ambivalent toward their firm. Confirming this prediction is important, as it demonstrates that the concept of ambivalent identification can provide a better understanding of the dynamics between organizational identification and counterproductive work behavior. Any understanding of the dynamics between organizational identification and counter-productive behaviors may be incomplete or inaccurate if employees' ambivalence is not considered.

Third, this study adds to our understanding of employees' counterproductive actions. Counterproductive work behaviors are often divided into *interpersonal-direction* and *organizational-direction* aspects of workplace deviance (Spector, Fox, Penney, Bruursema, Goh, & Kessler, 2006; see also Robinson & Bennett, 1995). These behaviors are considered volitional, as they intend to harm organizations and/or organizational stakeholders such as clients, coworkers, customers, and supervisors (Spector & Fox, 2005), so the definition includes a wide range of behaviors, such as theft, sabotage, and withdrawal (Spector et al., 2006; see also Dalal, 2005). In this paper, we look at counterproductive work behaviors toward the organization (CWB-O) and at those toward other individuals (CWB-I), which allows us to explore the potentially different dynamics between organizational identification and these two forms of CWB. Identifying these effects provides further support for the conceptual distinction of CWB types. Important insights into the specific dynamics between organizational identification and counter-productive actions can also

be provided, such as whether organizational identification is more strongly related to CWB-O or to CWB-I (Ullrich, Wieseke, Christ, Schulze, & van Dick, 2007). Such findings can help to establish when and why organizational identification and CWBs are linked and can provide important guidance for organizations that seek to reduce CWBs among their employees.

Organizational identification and counterproductive work behaviors

The links between organizational identification and positive behavioral outcomes, such as organizational citizenship behaviors, have been extensively researched (e.g. Bergami & Bagozzi, 2000; Christ, Van Dick, Wagner, & Stellmacher, 2003; Lee, Park, & Koo, 2015) and positive associations have been consistently found. Although several studies have investigated negative outcomes of organizational identification such as absenteeism (Edwards & Peccei, 2010) or turnover intentions (Marique & Stinglhamber, 2011; Van Dick, Christ, Stellmacher et al., 2004), the possibility that organizational identification can protect against other behavioral outcomes that can intentionally damage the organization has rarely been examined. However, Al-Atwi and Bakir (2014) found organizational identification to be negatively associated with organizational deviance, and that the relationships between perceived external prestige and perceived top management respect with counterproductive work behaviors directed toward the organization were mediated by organizational identification.

From a conceptual perspective, Vadera and Pratt recently (2013) proposed a distinction between types of workplace crimes. Non-aligned organizational crimes can involve the use of authority within an organization and personal gain through accepting bribes or insider trading, while pro-organizational workplace crimes include toxic waste poisoning, concealing information, and exaggerating and misrepresenting the truth. They suggested that organizational identification could be a possible antecedent of these crimes, proposing that under-identification may lead employees with low cognitive moral development to engage in non-aligned crime, but also that over-identification may increase the propensity to engage in pro-organizational crime (Vadera & Pratt, 2013). They argue that compared with other concepts such as commitment or person-organization

fit, organizational identification is a more useful construct in the study of unethical behaviors as it refers to a self-referential attachment to a particular organization, and when employees demonstrate such behavior they are acting against their own organization (Vadera & Pratt, 2013). However, our focus is not on counterproductive work behaviors that may (at least in the short term) benefit the organization but that are unethical in terms of the environment or society (see also Enns & Rotundo, 2012; Umphress et al., 2010). Instead, we focus on counterproductive behaviors that directly harm the organization or its members.

Although studies of counterproductive work behaviors have rarely addressed organizational identification, Dalal's (2005) meta-analysis revealed a reliable average correlation between the related construct of organizational commitment and CWBs of $r = -.28$. This meta-analytical relation between commitment and CWB further points to the possible linkage between organizational identification and CWB. However, some of the differences between commitment and identification are important. Van Knippenberg and Sleebos (2006), argued that identification is more a perception of oneness with the organization and thus an incorporation of the organization into the self, whereas commitment is an attitude toward the organization as an (external) object. They also empirically demonstrated that the two concepts, although correlated, were better represented by two latent factors than one (see also Gautam, van Dick, & Wagner, 2004). Therefore, although previous research on commitment has established a link between commitment and CWB, it is still worthwhile investigating the relationship in terms of the concept of organizational identification.

The evidence reviewed above in general follows the social identity approach, which states that strongly identified group members internalize the group's goals, follow organizational norms and standards more closely, and treat other employees more positively, as they view them as fellow ingroup members (e.g., Haslam, 2004). Thus, identified organizational members avoid harming both the organization (as this would undermine the goal accomplishment) and other individuals within the organization (as they are considered ingroup members). Accordingly, we hypothesize:

Hypothesis 1: Organizational identification is negatively related to a) counterproductive work

behaviors toward the organization, and b) counterproductive work behaviors toward other individuals.

Ambivalent identification as a moderator

Ambivalent identification can occur if employees simultaneously hold both positive and negative feelings toward an organization (Ashforth et al., 2014). Wang and Pratt (2007) argue that individuals may identify with some aspects of the organization, such as its values, but simultaneously disidentify with other aspects. This simultaneous identification *and* disidentification can best be defined as ambivalent identification (Ashforth et al., 2014, Kreiner & Ashforth, 2004).

Building on this theoretical perspective and the empirical evidence reviewed above, we argue that organizational identification thus provides employees with the motivation to refrain from engaging in counterproductive work behaviors toward the organization and their colleagues. If employees identify with their organization, they will a) be less likely to engage in behaviors that may threaten it (such as stealing or wasting materials or polluting the workplace). Sabotaging actions toward the organization will have a negative impact on their own self-concepts as members of a "good" and "successful" organization. In addition, if employees identify with their organization, they will b) be less likely to engage in counterproductive acts against their fellow colleagues (such as ignoring or undermining them). Highly identified employees place much importance on their membership of the organization, and co-workers are primarily seen as common ingroup members who should be supported and not harmed (Ashforth & Mael, 1989).

This negative link between organizational identification and counterproductive work behavior should be significantly stronger when employees experience low levels of ambivalence toward their organization. They will be more certain of their positive "oneness" with the organization and their own self-definition in terms of their organizational membership. Thus, we argue that only in the absence of ambivalence will identification reduce CWBs. This view is consistent with two important theoretical arguments. First, theories of individuals' self-definition suggest that employees seek to express and act in line with their self-concepts *mainly* when they feel clear and

certain about their self-views (Campbell et al., 1996; see also Schuh et al., 2016). If their self-concept is clear, individuals feel sure of their self-views, and this sense of confidence allows them to focus on and act in line with their inner goals and motivations (Setterlund & Niedenthal, 1993). In contrast, if they feel less clear about their self-definition, they are less likely to act in line with their goals and motivations (Conner & Armitage, 2008). These dynamics may also apply to the interplay between organizational and ambivalent identification. Specifically, for employees who identify with their firm *and* who have low levels of ambivalence toward their firm, the organization is a central *and* clear part of their self-definition (Kreiner & Ashforth, 2004). They should therefore feel particularly confident about their membership of the organization and thus more motivated to refrain from actions that may harm the firm and, by extension, their own self-concept as a member of the organization (Mael & Ashforth, 1992). In contrast, high levels of ambivalence can mean that the mixed feelings that employees experience toward their organization dilute the negative association between identification and CWBs, because ambivalent employees should be less confident about their self-views as organizational members. Accordingly, at times they may do what is good for the organization, and therefore good for their own self-view, while at other times they may feel less certain about their self-definition and then become somewhat disengaged from the organization, which may increase the likelihood of counter-productive actions (Vadera & Pratt, 2013).

Second, resource-based theories suggest that ambivalent identification may require considerable energy and mental resources, which may further weaken the link between organizational identification and CWBs (Kuhl & Beckmann, 1994). Individuals who experience conflicting impulses have been found to be more hesitant and less persistent in their actions (Thompson, Zanna, & Griffin, 1995) because ambivalence, which is the sense of being torn between conflicting impulses, is generally experienced as aversive and employees seek to resolve this conflicting state (Ashforth et al., 2014; see also Festinger, 1957). Thus, a sense of ambivalence is likely to require resources that could otherwise be directed toward acting in line with one's self-

definition and toward refraining from negative behavior directed at the organization or its members (Marcus & Schuler, 2004).

To summarize, a high level of ambivalence causes employees to experience contradictory thoughts and feelings toward the organization, and they will be less sure of the extent to which their self-concept is defined by their membership of it (Pratt, 2000). Accordingly, the mitigating effects of organizational identification on counterproductive work-behaviors will be weaker. Thus, we formally hypothesize:

Hypothesis 2: Ambivalent identification moderates the negative relationships between organizational identification and a) counterproductive work behaviors toward the organization, and b) counterproductive work behaviors toward other individuals, such that these relations are stronger for employees who experience low ambivalent identification than for employees who experience high ambivalent identification.

Study overview

We conducted both a field study and a scenario experiment to increase the robustness of our results (see Chatman & Flynn, 2005). This combination can make the empirical findings more robust, preserve a high level of external validity in the field survey, and simultaneously increase internal validity by manipulating the relevant constructs in the scenario study (Chatman & Flynn, 2005). In Study 1, the survey study, we focused on the negative relationships between organizational identification and counterproductive work behaviors directed to the organization and to other individuals (Hypotheses 1a and b). We then tested the moderating effect of ambivalent identification on the negative relationship between organizational identification and counterproductive work behaviors toward the organization, and toward other individuals (Hypotheses 2a and b). To test the same hypotheses, in *Study 2* we examined the interplay between organizational identification and ambivalent identification in a scenario experiment. Employees were assigned to four different conditions, in which ambivalent and organization identification were

manipulated to replicate the results of Study 1 and to examine the causal nature of the relationships.

Study 1

Participants and procedure

The survey participants were 198 employees, of whom 42 were male (21%) and 153 female (77%; 3 participants did not provide this information). Their average age was 28.62 years (SD = 8.43, range: 18-55 years), their average work experience was 8 years (SD = 8.19), their average organizational tenure was 3.66 years (SD = 4.68), and 20% had managerial responsibility. The participants were recruited through social networks (76.2% through postings on various Facebook groups) or other online platforms (e.g., 11.6% through the German edition of *Psychology Today*). They were asked to complete an online survey on the topic of "behaviors at work," and invited to complete the consent form before proceeding to the questionnaire. The anonymity of the data provided was guaranteed.

Measures

Organizational identification was measured using the 3-item German version (Ullrich, Nimmerfroh, & Van Dick, 2013) of the scale developed by Mael and Ashforth (1992). A sample item is as follows: "*When I talk about this organization, I usually say 'we' rather than 'they'.*" The participants rated their agreement with each statement using a 7-point scale ranging from 1 = *strongly disagree* to 7 = *strongly agree* (H = .84; Cronbach's alpha = .78). The reliability of all of the study measures was calculated using Coefficient H, because the scale for CWB did not follow the central assumptions of normal distribution and tau equivalence, which can affect the estimates of Cronbach's alpha (see McNeish, 2018). To be consistent, Coefficient H was used to examine the reliability for all measures in Studies 1 and 2. We do provide the values of Cronbach's alpha, however, for clarity and comparison.

Ambivalent identification was measured with the 3-item German version (Ullrich et al., 2013) of ambivalent identification from the expanded model of organizational identification scale developed by Kreiner and Ashforth (2004). A sample item of ambivalent identification is as

follows: "*I have mixed feelings about my affiliation with this organization*" (H = .81; Cronbach's alpha = .91). The participants gave their responses to the items on 7-point scales from 1 = *totally disagree* to 7 = *totally agree*.

To measure *counterproductive work behaviors,* we selected 10 of the 32 items from the scale developed by Spector et al. (2006), which has previously been translated into German (see http://shell.cas.usf.edu/~pspector/scales/cwbcpage.html). The items were selected by the second and last author in discussion with other members of the Department of Work and Organizational Psychology to provide a variety of possible counterproductive acts that would include both behaviors directed toward other individuals and toward the organization as a whole. We wanted to avoid acts that were too explicit or illegal (such as sabotage) and keep the scale brief to minimize the overall response time for fully answering the survey across both studies. Importantly, we selected the items before we conducted our studies, rather than on a post-hoc basis.

To validate our item selection, we conducted a small study to examine whether the selected items had appropriate correlations with their respective longer scales (i.e., with the 32 items that measured CWB-O and CWB-I, respectively). We did this with a sample of 221 employees recruited via the German online platform "Clickworker" (a service similar to Amazon Mturk). We found that the selected items had high correlations with the remaining items of the respective scales. The correlation was r = .83 for CWB-O and r = .82 for CWB-I. When correcting for attenuation, the correlations reached levels above .90.

The participants were asked to what extent they would engage in the following behaviors. The scale was analyzed by taking into account the subscales for CWB-O and CWB-I. CWB-O was measured using 7 items: *"...get to work late without permission"; "...take a longer break than you are allowed to?"; "...leave work earlier than you are allowed to?"; "...specify more working hours than you actually worked?"; "...intentionally waste materials/stocks/inventories of your employer?"; "...purposely pollute your workplace or leave waste lying around?";* and *"...take materials or implements home without permission?"* (H = .84; Cronbach's alpha = .76). CWB-I was

measured using 3 items: *"...blame another person for a mistake that you actually made?"*; *"...ignore another person at work?"*; and *"...look at the private post/things of another person at work without permission?"* (H = .74; Cronbach's alpha = .56). The participants rated the extent to which they agreed with each statement on a 5-point scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Previous studies have found relationships between age and gender, and between employee motivation and identification (Johnson & Ashforth, 2008; Kidder, 2002). Thus, we controlled for these variables, again following Schuh et al. (2016).

Results

To test the distinctiveness of the constructs, we conducted a series of confirmatory factor analyses (CFAs) with a robust goodness-of-fit test statistic via the calculation of weighted least squares mean (WLSM) adjusted for non-normal distributions. The results revealed a very good fit ($\chi^2_{(98)}$ = 184.974, p < .001; CFI = .97; TLI = .97; RMSEA = .067, C.I. = .052-.082, p = .032) for a measurement model that included organizational identification, ambivalent identification, CWB-O, and CWB-I as distinct latent factors. We also compared this model with a three-factor solution, combining the two dimensions of counterproductive work behaviors into one factor ($\chi^2_{(101)}$ = 217.946, p < .001; CFI = .96; TLI = .95; RMSEA = .076, C.I. = .063-.090, p = .001; scaled $\Delta\chi^2_{(\Delta df=3)}$ = 15.710, p = .001), with a two-factor solution combining organizational identification and ambivalent identification in one factor ($\chi^2_{(103)}$ = 434.125, p < .001; CFI = .90; TLI = .88; RMSEA = .127, C.I. = .115-.140, p < .001; scaled $\Delta\chi^2_{(\Delta df=5)}$ = 77.251, p < .001), and with a one-factor solution combining all of the dimensions ($\chi^2_{(104)}$ = 1340.322, p < .001; CFI = .61; TLI = .55; RMSEA = .245, C.I. = .233-.257, p < .001; scaled $\Delta\chi^2_{(\Delta df=6)}$ = 378.224, p < .001). The scale-difference chi-squared tests for non-normal distributions (Satorra & Bentler, 2010) showed significant differences between our model and all of the alternative tested models, demonstrating a better model fit for the four-factor solution.

The descriptive statistics, reliability values, and zero-order correlations between all of the

study variables are presented in Table 1. To test our hypotheses, we conducted multiple hierarchical regression analyses. We first estimated the direct effect of organizational identification on counterproductive work behaviors (Hypotheses 1a and 1b). In a next step, we tested the proposed interaction effect of organizational identification and ambivalent identification in predicting counterproductive work behaviors (Hypotheses 2a and 2b). For this step, we conducted a series of moderating analyses using PROCESS macro 2.15 (Hayes, 2017).

--- Insert Table 1 about here ----

In line with Hypothesis 1a, multiple hierarchical regression analyses showed a significant main effect of organizational identification on CWB-O (b = -.10, SE = .04, p = .007), whereas the effect of organizational identification on CWB-I was not significant (b = -.02, SE = .04, p = .649), (see also Table 2).

With regard to the interaction effects, the results showed a significant interaction between organizational identification and ambivalent identification, with significant incremental variance explained by counterproductive work behaviors directed toward the organization (CWB-O, ΔR^2 = .03, p =.015), but a non-significant model resulted when counterproductive work behaviors directed toward other individuals were considered (CWB-I, R^2 = .037, p = .368). The significant interaction effects demonstrated the expected moderating role of ambivalent identification on the identification-counterproductive work behaviors link, when only considering the effect on the subscale of behaviors directed toward the organization (CWB-O, b = .05, SE = .02, p = .015) (see also Table 3).

--- Insert Tables 2 and 3 about here ----

To interpret the interaction effects, simple slopes analyses were conducted at one standard deviation below (-1SD) and above (+1SD) the means of the moderator variable, according to Cohen, Cohen, West, and Aiken (2003). In line with Hypothesis 2a, when the subscale of counterproductive work behaviors toward the organization was examined, at -1 SD of ambivalent identification the relation between organizational identification and the dependent variable was

negative and significant (b = -.15, SE = .05, p = .002), but at +1 SD above the mean the relation was not significant (b = .02, SE = .06, p = .778) (see Figure 1).

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Discussion

This first study yielded the expected direct relationship only between employee organizational identification and counterproductive work behavior toward the organization, but not toward other individuals. The proposed interaction between organizational identification and ambivalent identification was also significant for counterproductive work behavior toward the organization, partially supporting our hypotheses. Study 2 was designed to replicate the results but also extend Study 1 by way of an experimental manipulation that allowed inferences regarding the causality of the underlying relations.

Study 2

Participants and design

The participants in this study comprised 240 employees, who were randomly assigned to the conditions of a 2 (organizational identification: high vs. low) x 2 (ambivalent identification: high vs. low) between-subject design. To recruit employees from a broad spectrum of industries and occupations, we used Amazon Mturk, a valid online panel that is commonly used for experimental studies (Berinsky, Huber, & Lenz, 2012; see also Cheung, Burns, Sinclair, & Sliter, 2017). The survey was restricted to employed participants from the U.S. We excluded twelve participants because they provided incomplete data or failed to correctly answer a reading check (*"For this item, please click answer 2"*). This resulted in a final sample of 228 employees, of whom 78 were women (38%), the average age was 33.38 years (SD = 10.16), and the average number of years of work experience was 14.55 years (SD = 14.39). The participants worked in a wide range of sectors, with the most being in information technology (20%), education (12%), and finance/banking (9%).

Procedure and materials

When conducting this study, we used a design established in previous research (Schuh et al.,

2016). We invited the participants to take part in a study on "behaviors at work." After reading and agreeing to the consent form, the participants were introduced to a description of a workplace situation. We asked them to imagine that they were actual employees in the described situation and answer all of the questions with this in mind. In line with Schuh et al. (2016), we ensured that our manipulations were as close as possible to the meaning and content of the measure established by Kreiner and Ashforth (2004). This approach allowed us to introduce the participants to experimental conditions similar to items that can be used in field research, thus ensuring a high degree of consistency between the experiment and Study 1. The scenario asked participants to imagine that they were managers in a company called "Duran Paints." The organizational identification manipulation was then introduced. In the *high organizational identification* condition, the participants read the following: "Thinking about your time working for this company, you realize that you strongly identify with it. When someone praises the company, it feels like a personal compliment to you. In fact, you see the company's successes as your successes. And when someone criticizes the company, it feels like a personal insult." In the *low organizational identification* condition, the description stated: "Thinking about your time working for this company, you realize that you don't really identify with it. When someone praises the company, it doesn't feel like a personal compliment to you. In fact, you don't see the company's successes as your successes. And when someone criticizes the organization, it doesn't feel like a personal insult."

Next, the participants were introduced to the manipulation of ambivalent identification. In the *high ambivalent identification* condition, the participants read as follows: "You also realize that you have mixed feelings about the company. At times, you feel torn between both loving and hating the company. Moreover, you sometimes feel torn between being proud and being embarrassed to belong to the company." In the *low ambivalent identification* condition, the description stated: "You also realize that you don't have mixed feelings about the company—in fact, your feelings about the company are quite clear. You never feel torn between loving and hating the company. Moreover, you never feel torn between being proud and being embarrassed to belong to the company."

Measures

After reading one of the four scenarios, the participants answered the manipulation checks and dependent measures. To examine whether they had correctly read the manipulation of organizational identification, we asked, "According to the description, do you identify with the company?" (yes/no). To check whether they had correctly read the manipulation of ambivalent identification, the participants were asked, "According to the description, do you have mixed feelings about the company?" (yes/no). We then presented the participants with the measure of the dependent variable. We measured counterproductive workplace behavior with the same 10-item scale and subscales as in Study 1. The participants were asked whether they might engage in counterproductive behaviors at the workplace. They answered the items on 5-point scales, from 1 = *totally disagree* to 5 = *totally agree*. The reliability was H = .96 (Cronbach's alpha = .82) for the subscale of counterproductive work behaviors directed toward other individuals, and H = .90 (Cronbach's alpha = .91) for the subscale of counterproductive work behaviors directed toward the organization.

As in Study 1, we also assessed the participants' age and gender.

Results

Manipulation checks. To examine whether the manipulations had the intended effects, we used Chi-Square testing associated with cross-tabulation between the manipulation conditions and the manipulation checks (in both cases low organizational identification or low ambivalent identification were coded as 0, high organizational identification or ambivalent identification were coded as 1). In terms of organizational identification, there was a significant association between the observed frequencies of participants in the low organizational identification condition and those of participants in the low organizational identification manipulation check, and a significant association between the high organizational identification condition and the respective manipulation check ($\chi^2(1)$ = 169.325, p < .001). This indicates that the participants in the low organizational identification condition were more likely to achieve low scores in the manipulation check and the

participants in the high organizational identification condition were more likely to achieve high scores. In addition, the standardized residuals higher than |2| and Cohen's Kappa coefficient indicated that the agreement between expected frequencies and observed frequencies was high (K = .86). The manipulation was also successful in the ambivalent identification condition, as indicated by the significant association between observed frequencies in the low ambivalent identification condition and manipulation check, and between observed frequencies in the high ambivalent identification condition and manipulation check ($\chi^2(1) = 125.105$, $p < .001$). Standardized residuals higher than |2| and the Kappa coefficient also indicated a very good agreement (K = .73). The frequencies and percentages per condition are shown in Table 4.

--- Insert Table 4 about here ---

Hypotheses tests. We conducted two 2 (organizational identification) × 2 (ambivalent identification) ANCOVAs on the dependent variables of CWB-O and CWB-I. In support of Hypothesis 1, organizational identification had a significant main effect on both forms of counterproductive work behaviors (CWB-O: $F (1, 222) = 47.265$, $p < .001$, $\eta_p^2 = .18$; CWB-I: $F (1, 222) = 18.145$, $p < .001$, $\eta_p^2 = .08$). In addition, the results further showed a marginally main effect of ambivalent identification on CWB-O ($F (1, 222) = 3.659$, $p = .057$, $\eta_p^2 = .02$) and a non-significant main effect on CWB-I ($F (1, 222) = 1.399$, $p = .238$, $\eta_p^2 = .01$). Finally, both ANCOVAs indicated a significant interaction of organizational and ambivalent identification on counterproductive work behaviors directed toward the organization ($F (1, 222) = 8.188$, $p = .005$, $\eta_p^2 = .04$), and a marginally significant interaction of organizational and ambivalent identification on counterproductive work behaviors directed toward other individuals ($F (1, 222) = 3.255$, $p = .073$, $\eta_p^2 = .01$). The results are reported in Tables 5 and 6.

--- Insert Tables 5 and 6 about here ---

A simple effects analysis showed that when organizational identification was low, the difference in CWB-O between the participants in the low ambivalence condition ($M = 2.55$, $SD = .95$) and in the high ambivalent condition ($M = 2.44$, $SD = .95$) was not significant ($F (1, 112)$

= .346, p = .558, η_p^2 = .003). Conversely, in line with Hypothesis 2a, when organizational identification was high, the participants in the low ambivalence condition reported lower levels of CWB-O (M = 1.44, SD = .68) than the participants in the high ambivalent condition (M = 2.00, SD = .77), (F (1, 112) = 17.073, p < .001, η_p^2 = .13) (see Figure 2).

--- Insert Figure 2 about here ----

We also conducted a simple-effects analysis for the marginally significant interaction of organizational and ambivalent identification on counterproductive work behaviors directed toward other individuals. The results revealed the same pattern as for counterproductive work behaviors toward the organization: when organizational identification was low, the difference in CWB-I between the participants in the low ambivalence condition (M = 2.27, SD = .90) and those in the high ambivalence condition (M = 2.20, SD = 1.08) was not significant (F (1, 111) = .174, p = .678, η_p^2 = .002). Conversely, when organizational identification was high, the participants in the low ambivalence condition reported lower levels of CWB-I (M = 1.50, SD = .74) than the participants in the high ambivalence condition (M = 1.92, SD = .97), (F (1, 111) = 5.523, p = .021, η_p^2 = .05) (see Figure 3), marginally supporting Hypothesis 2b.

--- Insert Figure 3 about here ----

General discussion

By taking a broader perspective of organizational identification, our findings highlight the need to simultaneously consider organizational identification *and* ambivalent identification in accurately identifying the important dynamics of counterproductive work behaviors in organizations (Kreiner & Ashforth, 2004). Only when ambivalence was low did organizational identification have a protective function in reducing counterproductive work behaviors, which can lead to negative and costly outcomes both for organizations and individuals (Harris & Ogbonna, 2006). The combined effects of organizational and ambivalent identification have not previously been explored in studies of counterproductive work behaviors. Our study leads to the conclusion that an expanded model of organizational identification is of value in the field of business ethics and that it is essential to

explore the *interplay* between different forms of organizational identification to fully understand how to prevent or reduce counterproductive employee behaviors. These findings make several theoretical and research contributions.

First, they advance the social identity approach in organizations by showing that it can help to better understand (and reduce) damaging behaviors in organizations. This theoretical approach has previously focused mainly on the numerous positive outcomes, such as extra-role effort (Lee et al., 2015), increased loyalty (Riketta, 2005) and positive well-being (Steffens et al., 2017). However, the *dark side* of organizational life has generally been neglected, which has led to a somewhat uneven view of social identification in organizations (Haslam, 2004). Thus, our finding that organizational identification is negatively linked to counterproductive work behaviors addresses this shortcoming, complements extant research, and contributes to a more complete understanding of the dynamics of social identification in organizations (Ashforth et al., 2008).

In linking organizational identification and CWB, the findings reveal a central contingency, which is that the effects of organizational identification may not be the same for all forms of counterproductive work behaviors. Instead, our results show that the effects of organizational identification on counterproductive work behaviors were significantly stronger for counterproductive behaviors targeted toward the organization, rather than toward individuals. This confirms the theoretical distinction between CWB-O and CWB-I (Robins & Bennet, 1995; see also Spector et al., 2006) and shows that combined measures of CWB may results in a somewhat superficial or even inaccurate understanding of counterproductive work behaviors (Thau et al., 2009). In addition, the differential effects found in this study also support and extend the literature of identification in organizations. In Study 1, the simple correlation between organizational identification and counterproductive work behavior was not significant and the manipulation of organizational identification in Study 2 yielded a much stronger effect of CWB toward the organization than toward the individual. This is in line with the identity-matching principle, which suggests that to truly understand the dynamics of identification in organizations, it is essential to

consider the level or focus of identification (e.g., organization or team; Ullrich et al., 2007). Without considering and matching the focus of identification with the focus of CWB (i.e., CWB-O vs. CWB-I), the effects of organizational identification may not be fully understood (see also Lavelle, Rupp, & Brockner, 2007). The difference may also be due to the use of Mael and Ashforth's (1992) scale to measure (and manipulate) organizational identification. This scale is commonly used to address the perceived overlap between the organization and the employee, but does not address the perceived bond between the employee and his or her colleagues. Other scales, such as that developed by Doosje, Ellemers, and Spears (1995), which include items such as "I feel strong ties with my colleagues," may reveal different results. Further examining the differential effects between organizational identification and CWB-O vs. CWB-I would be of benefit in future research, and would contribute to a more detailed understanding of the complex dynamics between identification and (malevolent) work behaviors.

Second, our study brings a new theoretical perspective to the domain of business ethics—the expanded model of organizational identification (Elsbach, 1999; Kreiner & Ashforth, 2004). Indeed, by examining the interplay between organizational and ambivalent identification, our findings show that the links between identification and CWB may not be as straightforward as is often assumed (Umphress et al., 2010). Specifically, we found that organizational identification may not automatically decrease the willingness of employees to engage in counterproductive work behaviors; it is only when this was combined with low levels of ambivalence toward the organization that CWB was found to be low. This finding is important because first, it provides further support for the value of an expanded model of organizational identification—a model that has mainly been conceptual and rarely examined in empirical research (Ashforth, Joshi, Anand, & O'Leary-Kelly, 2013). Second, it provides new insights into exactly *how* ambivalent identification may affect the link between organizational identification and CWB. We found that ambivalent identification mainly affected employees with *high organizational identification* but not those who weakly identified with their organization. Revealing such specific effects is significant for the

further theory development of the expanded model of organizational identification and demonstrates the interplay of two of its core components (Kreiner & Ashforth, 2004). Third, the interaction between organizational and ambivalent identification may also contribute to findings in the business ethics literature. The link between employees' organizational identification and their willingness to engage in unethical behaviors that support the organization (such as misrepresenting the truth to make the organization look good or exaggerating the truth about a company's products; Umphress et al., 2010) has recently been examined. However, although some studies have found positive links between employees' organizational identification (e.g., Effelsberg, Solga, & Gurt, 2014) and such unethical pro-organizational actions, others have found no significant relationships (e.g., Umphress et al., 2010). Our results and the expanded perspective of organizational identification may provide an explanation. Ambivalent identification could indeed be a variable that weakens the link between organizational identification and unethical, pro-organizational actions, which can be tested in future research.

Finally, our results also provide insights into the novel concept of ambivalence *in general* (i.e., not only into ambivalent identification; Ashforth et al., 2014; Pratt, 2000). In both studies, we found that ambivalent identification was somewhat positively related to employees CWB (particularly to CWB-O), which is of value as ambivalence is generally described as "mixed feelings" and as a "sense of being torn between conflicting impulses." These countervailing positive and negative impulses may be expected to cancel each other out (Kreiner & Ashforth, 2004). In contrast, our findings suggest that for employees with high ambivalence, negative views toward the organization may somewhat outweigh the positive impulses implied in ambivalence, thus resulting in this positive link with CWB. This reasoning supports the idea that ambivalence is not a neutral but a rather an aversive experience (Pratt, 2000). Such aversive experiences have repeatedly been linked to unethical behaviors (e.g., Fox, Spector, & Miles, 2001). Future research could retest the relationship between ambivalent identification and CWB to specify exactly *when and why* it may occur. The theory of Ashforth et al. (2014) concerning reactions to ambivalence is a possible

approach to this. They described four strategies for dealing with ambivalence (avoidance, domination, compromise, and holism) and argued that the effects of ambivalence may be closely dependent on the strategy that people choose to adopt to ambivalence. Unfortunately, this theory has largely remained untested; it would be of interest to examine how these four strategies may strengthen or weaken the link between ambivalent organizational identification and CWB. For example, it could be argued that the strategy of avoidance would maintain the sense of ambivalence and hence contribute to a weakened link between organizational identification and CWB.

Limitations

Although the field and scenario studies were found to have similar results, several limitations should be addressed in future research. First, in both studies we administered self-report measures. Although social desirability could affect the measure of unethical behavior, the anonymity of the data was guaranteed to limit this effect, as suggested by Podsakoff, MacKenzie, Lee, and Podsakoff (2003). In addition, an online survey was used to reduce method bias that could potentially be produced by the measurement context, such as interviewer characteristics, expectations, and verbal idiosyncrasies, which can threaten measurement validity as in face-to-face approaches (Martin & Nagao, 1989; Richman, Kiesler, Weisband, & Drasgow, 1999). Internet-based procedures from outside the laboratory can reduce the distortion of taboo attitudes and behaviors (Evans, Garcia, Garcia, & Baron, 2003) because of the absence of the researcher and the increased privacy of the exercise. Although external raters are supplementary to self-ratings when evaluating counterproductive work behaviors, the meta-analysis by Berry et al. (2012) supports the use of self-reports in most CWB research as a viable alternative to other-reports. As Berry et al. (2012) reported, other-ratings capture a narrower subset of CWBs, whereas self-raters generally report engaging in more CWBs. In addition, self- and other-reported CWBs exhibit common correlates with similar patterns and magnitudes of relationships (Berry et al., 2012). Similarly, the measure of organizational and ambivalent identification reflects individuals' perceptions implicitly; their assessment is not readily accessible to external observers (Chan, 2009). Using self-reports may

inflate the size of the main effects due to social desirability effects for example, but this cannot artificially increase the interaction effects as any biases are controlled for in the inclusion of the main effects in the first steps of the regression analyses (see McClelland & Judd, 1993). In addition, we were able to explain 3% of additional variation in the dependent variable, which can be considered a strength of our first study, as field studies often yield incremental amounts of explained variation at around 1%, which are considered substantial (see Evans, 1985; Chaplin, 1991).

Second, some limitations can be found for Study 1 (the field study) *or* for Study 2 (the experiment), but the combined strengths of the two studies appear to effectively complement each other (Chatman & Flynn, 2005). For example, the cross-sectional nature of the first study did not allow causal conclusions to be drawn, but by combining this with the experimental manipulation in the second study, both generalizability (Study 1) and indications of causality (Study 2) emerged. The ecological validity of Study 2 could be improved by conducting experiments with established interactions in real organizations, as suggested by Enns and Rotundo (2012).

Another potential limitation in Study 1 was that we distributed the survey link through social networks. However, we used postings in various Facebook groups and on other online platforms, so although some participants in our first study may have been associated as "friends" via Facebook, the majority of respondents were unlikely to be directly connected. Hence, we believe that our findings were not influenced by a small and connected group of people. In addition, we found relatively consistent results across the two studies, which used different sampling methods.

One limitation in Study 2 was that we asked participants about their intentions to engage in CWB, which may not be the strongest outcome. Even though the findings were consistent with the effects found in Study 1, future research can present similar scenarios for another employee and then asking participants how likely it would be for this other person to engage in counter-productive behaviors, rather than referring to their own behavior. Asking respondents about *others'* intentions to engage in undesirable behaviors can be an effective way of reducing social desirability.

The manipulation checks we used for Study 2 provided support for the effectiveness of the scenarios. The manipulation of organizational identification influenced whether participants identified with the fictitious company (or not) but it did not influence how they answered the question of feeling ambivalent (or not). Likewise, the manipulation of ambivalence only affected the manipulation check of ambivalence but not of identification. However, the breakdown of the manipulation check frequencies across conditions reveals that participants found it more difficult to understand identification as low if it was not ambivalent. However, we did only use dichotomous "yes" versus "no" answer options. Future studies should also use 5- or 6-point answer scales to allow for a more detailed analysis.

A final limitation across both studies is the use of a limited number of items to assess self-reported acts of counterproductive behavior. Future studies can use the full 45-item scale or the somewhat shorter 32-item scale, which also include stronger and (partly) illegal forms of such behavior (such as stealing or sabotage). It would be interesting to see if the relationships revealed in the present studies also hold for such a range of acts.

Implications for organizational practice

The present study also offers practical implications. First, it can inform how organizations may reinforce their employees' membership to enhance the relationship and thus reduce the potential feeling of ambivalence toward the organization. To avoid undesirable behavior, organizations can use specific strategies to facilitate a sense of belongingness among their members. In line with the social identity approach in organizations (see Haslam, 2004), interventions should be consistently designed to foster employees' identification with the organization as a whole. Our findings suggest that interventions should be oriented in two distinct directions. First, they should consider allocating organizational resources to developing a strong positive identification, for example with strategies oriented toward reinforcing identification with, for example, a better internal communication climate (Smidts, Pruyn, & Van Riel, 2001), or reinforcing long-term work relationships by reducing short-term contracts (Johnson & Ashforth, 2008). Second, interventions

should also be oriented toward reducing any potential risks of developing disaffection for the organization, thus preventing ambivalent identification. By monitoring typical antecedents of ambivalence, such as role conflicts (Kreiner & Ashforth, 2004), or reducing contradictory feelings toward the organization that may already exist, this increases the possibility that a positive organizational identification may dissuade employees to exhibit counterproductive behavior in their workplace. Leadership development programs, such as the 5R program of Haslam and colleagues (2017), can achieve this, which aims at helping leaders to create strong team and organizational identities.

Our findings also suggest that organizations should avoid sending mixed messages to their employees. If the organization has, for example, a clear mission statement highlighting the organization's purpose, it can help encourage strong identification. However, if at the same time the senior management is sending ambivalent messages, or does not communicate at all about pending problems, employees may have mixed feelings and any certainty about their membership may be reduced. Kreiner and Ashforth (2004) also found perceptions of psychological contract breach and intra-role conflicts to be predictors of high ambivalent identification, so direct managers should strive to meet contract expectations and reduce role conflict by providing clear guidelines.

Conclusions

We have shown for the first time that organizational identification and ambivalent identification must be considered in combination when determining the relation between employees' attachment to and counterproductive behaviors toward an organization. By introducing the expanded model of organizational identification to the field of business ethics, we demonstrate that this new model offers important insights into the dynamics of unethical employee behavior, which have not been considered previously, as organizational identification has been regarded as a one-dimensional concept of high versus low organizational identification. Our findings provide initial evidence that the expanded model of organizational identification can facilitate a more complete and nuanced understanding of employees' identities and their (un-)ethical conduct. Hence,

we hope that our study provides an impetus for future research to go beyond the traditional notion of organizational identification and to further examine the expanded perspective of identification. We believe that this new perspective provides many new research opportunities and promising insights for a better understanding of (un-) ethical behaviors in organizations.

Compliance with Ethical Standards

Conflict of interest

The authors declare that they have no conflict of interest.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee and with the 1964 Helsinki Declaration and its later amendments or comparable ethical standards.

Informed Consent

Informed consent was obtained from all individual participants included in the study.

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Table 1. Descriptive statistics, reliabilities (coefficients *H*) and intercorrelations of study constructs (Study 1).

	M	*SD*	1	2	3	4	5	6	7
1. Age	28.62	8.43							
2. Work experience	8.00	8.19	.89**						
3. Organizational tenure	3.66	4.68	.65**	.64**					
4. Organizational identification	4.32	1.44	-.07	-.03	.03	*.84 (.78)*			
5. Ambivalent identification	3.24	1.51	-.06	-.10	-.07	-.32**	*.81 (.81)*		
6. CWB-O	2.02	.74	.00	-.11	-.08	-.17*	.15*	*.84 (.76)*	
7. CWB-I	1.77	.78	.03	-.03	.01	-.04	.08	.47**	*.74 (.56)*

Notes: Coefficients *H* are along the diagonal with Cronbach alphas in brackets; **p ≤ .05; **p ≤ .01* (2-tailed).

TABLE 2

Table 2. Multiple hierarchical regression results (Study 1).

		CWB-O			CWB-I		
		b^a	S.E.	t-value	b^a	S.E.	t-value
	Intercept	2.70*	.29	9.33	1.82*	.31	5.88
Step 1	Age	-.00	.01	-.25	.00	.01	.45
	Gender	-.22	.13	-1.72	-.07	.14	-.53
Step 2	Organizational identification	-.10*	.04	-2.74	-.02	.04	-.46
Set 1	R^2	.01			.00		
Set 2	R^2	.05*			.00		

Note. ^{a} The coefficients reported refer to the final step of the regressions. * $p < .05$.

TABLE 3

Table 3. Regression results of the moderation of ambivalent identification on organizational identification and CWB-O and CWB-I (Study 1).

	CWB-O			CWB-I		
	B	*S.E.*	*t-value*	*b*	*S.E.*	*t-value*
Intercept	2.26**	.23	9.87	1.76	.26	6.84
Age	-.00	.01	-.09	.00	.01	.55
Gender	-.23	.14	-1.65	-.08	.15	-.51
Organizational identification (OI)	-.07	.04	-1.68	.01	.05	.31
Ambivalent identification (AI)	.07	.04	1.83	.06	.05	1.19
OI x AI	.05*	.02	2.45	.06	.03	1.93
R^2	.09*			.04		
ΔR^2 of interaction	.03*			.03		

Note. * $p < .05$; ** $p < .01$.

TABLE 4

Table 4. Number observations and percentages per condition (Study 2).

		Organizational identification			Ambivalent identification		
		Manipulation checks			*Manipulation checks*		
		low (0)	high (1)		low (0)	high (1)	
		N (%)	*N* (%)	*Total N* (%)	*N* (%)	*N* (%)	*Total N* (%)
Manipulation conditions	low (0)	102 (96)	12 (10)	114 (50)	88 (95)	26 (19)	114 (50)
	high (1)	4 (4)	110 (90)	114 (50)	5 (5)	109 (81)	114 (50)
	Total N (%)	106 (100)	122 (100)	228 (100)	93 (100)	135 (100)	228 (100)

TABLE 5

Table 5. Means (*M*) and Standard deviation (*SD*) of CWB-O and CWB-I per condition (Study 2).

		Ambivalent identification							
		CWB-O				CWB-I			
		low		high		Low		high	
		M	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*
Organizational identification	low	2.55	.95	2.44	.95	2.27	.90	2.20	1.08
	high	1.44	.68	2.00	.77	1.50	.74	1.92	.97

TABLE 6

Table 6. Results of ANCOVAs on CWB-O and CWB-I (Study 2).

	CWB-O			CWB-I		
	$F(1,222)$	p	np^2	$F(1,222)$	p	np^2
Intercept	102.407	.000	.316	101.364	.000	.313
Age	2.600	.108	.012	6.295	.013	.028
Gender	.002	.967	.000	.579	.448	.003
Org. identification (OI)	47.265	.000	.176	18.145	.000	.076
Amb. identification (AI)	3.659	.057	.016	1.399	.238	.006
OI x AI	8.188	.005	.036	3.255	.073	.014

FIGURE 1

Interaction between organizational identification and ambivalent identification on counterproductive work behavior toward the organization (CWB-O, Study 1).
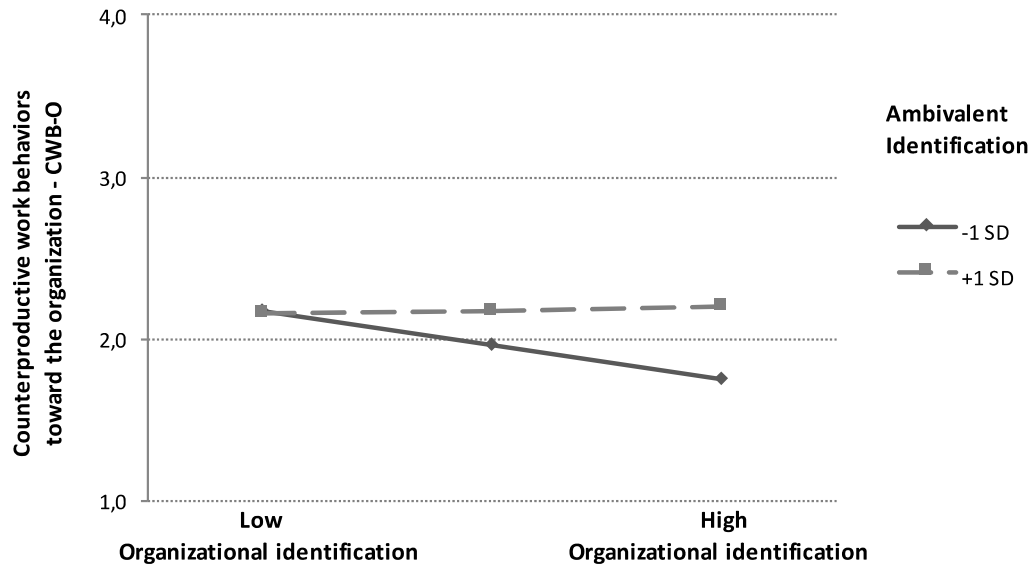
FIGURE 2

Interaction between organizational identification and ambivalent identification on

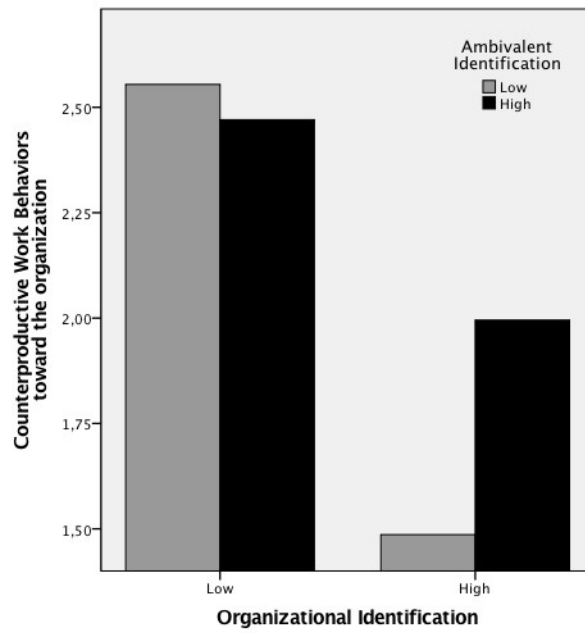counterproductive work behavior toward the organization (CWB-O, Study 2).

FIGURE 3

Interaction between organizational identification and ambivalent identification on

counterproductive work behavior toward other individuals (CWB-I, Study 2).