



Do Organizational Politics Triggers Counterproductive Work Behaviors in Hospitality and Tourism Organizations: The Roles of Job Stress and Distributive Justice

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Abstract

Organizational politics has emerged as a prevalent and detrimental factor within organizations, significantly impacting employee behaviors and outcomes. Drawing upon the conservation of resources (COR) theory, this study investigated the relationship between employees' perceptions of organizational politics (POPs) and their counterproductive work behaviors (CWBs). The study posited that job stress (JS) mediates and perceived distributive justice (PDJ) moderates this relationship. Data were collected from employees in five-star hotels and category (A) travel agencies in Egypt through self-administered questionnaires. Partial least squares structural equation modeling (PLS-SEM) using WarpPLS v.8 was employed to analyze the data from 394 valid responses. Results indicated a positive association between POPs and CWBs, as well as between POPs and JS. Additionally, a positive relationship was found between JS and CWBs, supporting the mediating role of JS. Furthermore, the study revealed that PDJ negatively moderates the relationship between POPs and CWBs. This research contributes to the existing literature by identifying and examining the mediating role of JS and the moderating role of PDJ in the relationship between POPs and CWBs, providing novel insights into the mechanisms underlying this complex phenomenon.

Introduction

Organizational politics is a prevalent and perhaps unavoidable aspect of contemporary workplaces, including the hospitality and tourism sector (Awad et al., 2024). This study focuses not on the overt manifestations of politics but on employees' perceptions of it. Defined as the

belief that one's work environment is characterized by self-serving behaviors that are unfair and unjust (Vigoda & Cohen, 2002), this perception is inherently emotional and complex, warranting further exploration (Cho & Yang, 2018). While organizational politics can have positive outcomes, such as career advancement and job satisfaction (Bhattarai, 2023), this research adopts a negative perspective. It aligns with the view that politics often involves destructive competition and counterproductive behaviors (Ugwu et al., 2023), which can be particularly detrimental in time-sensitive industries like hospitality and tourism. Employees' perceptions of organizational politics (POPs) can negatively impact job performance, manifesting in demotivation, increased stress, and counterproductive work behaviors (Al-Romeedy, & Khairy, 2024).

Counterproductive work behaviors (CWBs) pose a significant threat to organizational and individual well-being, ranging from minor infractions to severe misconduct (Fan et al., 2023). CWBs were defined as intentional employee actions that undermine an organization's goals or harm its stakeholders (Sackett & DeVore, 2002). The hospitality and tourism industry has witnessed a growing concern over employee deviance, prompting increased research in this area (Al-Romeedy & Ozbek, 2022; Alqhaiwi et al., 2024). Recent research has established a positive relationship between POPs and CWBs. Besides, factors such as hostility, political skill, external crisis, cynicism, and workplace ostracism have been identified as mediating or moderating this relationship (Meisler et al., 2020; Ugwu et al., 2023; De Clercq & Pereira, 2024). However, the precise mechanisms underlying this connection remain largely unexplored, hindering our understanding of why employees engage in CWBs as a response to POPs (Meisler et al., 2020). Additionally, the roles of job stress (JS) and perceived distributive Justice (PDJ) in this dynamic have yet to be fully explored.

The current study proposes that JS and PDJ may serve as mediating and moderating factors in the POPs-CWBs relationship. Job stress, a complex response to workplace demands that exceed an individual's resources (Brunner et al., 2019), significantly impacts CWBs, particularly within the hospitality and tourism sector (Al-Romeedy & Khairy, 2024). JS, influenced by various factors, negatively affects employee well-being, job satisfaction, and organizational performance (Üngüren et al., 2024). Understanding how JS mediates the relationship between POPs and CWBs is crucial for identifying the specific stressors triggered by POPs and their subsequent impact on employee behaviors. Moreover, PDJ, characterized by the perception of equitable resource allocation, is another critical factor in travel agencies and hotels (ElAdawi et al., 2024a; Khairy & Elzek, 2024). Employees who perceive inequity in resource allocation, such as a mismatch between their skills and job demands, are more likely to experience negative emotions. This perceived unfairness can manifest in counterproductive behaviors directed at both colleagues and the organization (Biçkes et al., 2020; Khattak & Abukhait, 2024). By examining how distributive justice moderates the POPs-CWBs relationship, this research aims to illuminate the mechanisms through which negative behaviors and their consequences may be eliminated. Addressing this research gap will expand our understanding of the complex interplay between POPs, JS, PDJ, and CWBs within the hospitality and tourism industry. This knowledge can inform the development of effective organizational policies and interventions designed to create positive work environments and mitigate the negative consequences of POPs.

Theory and Hypothesis Development

Conservation of Resources (COR) theory offers a theoretical framework for examining the relationship between POPs, JS, and CWBs. COR theory posits that individuals are driven to acquire, protect, and maintain their valuable resources (Hobfoll, 1989), which can encompass tangible assets, personal attributes, social connections, or psychological well-being (Hobfoll, 2002). POPs can deplete these resources, leading to stress and CWBs. It diminishes employees' sense of meaningfulness and self-worth, triggering frustration and stress (Arefin et al., 2020). As resource loss is more psychologically salient than gain, individuals may engage in CWBs to prevent further resource depletion (Ugwu et al., 2023). In addition, to compensate for resource losses due to POPs, employees may invest additional time, effort, and emotional energy, intensifying job stress (Hobfoll et al., 2018; Al-Romeedy, & Khairy, 2024). This heightened stress can manifest as emotional exhaustion, burnout, and CWBs (De Clercq & Pereira, 2024). Furthermore, employees' perceptions of workplace justice significantly influence their reactions to stressful factors (e.g., POPs), as suggested by COR theory (Khan, 2019). When faced with distributive injustice, employees often experience feelings of resentment, demotivation, and decreased organizational commitment (Ghaderi et al., 2023). These negative emotions can contribute to CWBs as a means of expressing dissatisfaction or seeking redress (Ng & Yang, 2023). By depleting resources and inducing stress, POPs can push employees to engage in CWBs, especially when PDJ is not common in the workplace.

Perceived Organizational Politics and Counterproductive Work Behaviors

CWBs encompass unethical and illegal employee actions that disrupt organizational operations (Gruys & Sackett, 2003). It was noted that POPs can boost employees' engagement in CWBs in several ways. When POPs threaten employees' sense of self-worth, they may engage in CWBs as a defensive mechanism (Wiltshire et al., 2014; Hasan et al., 2019). Limited resources, such as promotions or project assignments, can intensify competition and encourage self-serving behaviors that harm colleagues or the organization (Buchanan & Badham, 2020). Moreover, a politically charged environment can create job insecurity, prompting employees to adopt counterproductive strategies to protect their positions (Son et al., 2023).

According to COR theory, employees may engage in CWBs as a response to perceived threats to their work-related self-worth (Hobfoll et al., 2018). In line with this, research has shown that politically charged work environments can lead to passive knowledge hiding as a protective strategy (De Clercq et al., 2022). Furthermore, the frustration engendered by exposure to organizational politics may manifest in more overt counterproductive behaviors, serving as a means of venting dissatisfaction with perceived self-serving practices within the organization (Hochwarter et al., 2020). These findings align with previous studies demonstrating a positive relationship between perceived organizational politics and counterproductive work behaviors (Meisler et al., 2020; Ugwu et al., 2023; De Clercq & Pereira, 2024). Based on COR theory and the results of previous studies, the current study hypothesized that:

H1: *POPs positively impact CWBs.*

The Mediating Role of Job Stress

Stress has become a pervasive issue in contemporary society (Kim & Cho, 2020). Defined as a psychological imbalance between job demands and employee capabilities (Shahid et al., 2022), JS negatively impacts employee well-being and performance. It is linked to decreased job satisfaction, increased turnover intentions, and reduced motivation (Giauque, 2019; Khan & Iqbal, 2020). POPs, characterized by informal power struggles and influence tactics, can significantly contribute to job stress (Albloush et al., 2019). Employees' POPs have been associated with increased job stress, turnover intentions, and burnout, particularly among healthcare professionals (Labrague et al., 2017). Chen et al. (2017) found that POPs negatively correlate with organizational commitment while positively influencing work stress. Bashir et al. (2019) further emphasized the multifaceted nature of work stress induced by organizational politics, encompassing mental, physical, and behavioral dimensions. In addition, prolonged JS can have detrimental consequences for both employees and organizations. It can lead to reduced efficiency, decreased job satisfaction, lower organizational commitment, and increased employee withdrawal behaviors (Agarwal, 2016). While a certain level of stress may be necessary to meet job demands, chronic stress can erode employees' psychological and physical well-being, ultimately resulting in job burnout (Letshaba & Chinomona, 2019). This aligns with the principles of COR theory, which suggests that organizational factors, such as politics, can increase job demands and strain, leading to negative outcomes (Agarwal, 2016).

Furthermore, Job stress has been consistently associated with counterproductive work behaviors (Farrastama et al., 2019). Negative emotional states, often intensified by job stress, have been identified as significant predictors of both organizational and interpersonal CWBs (Mahdi et al., 2018). CWBs, characterized by actions detrimental to the organization or its employees (Saleem & Gopinath, 2015), negatively impact organizational performance through reduced productivity, decreased employee commitment and satisfaction, increased absenteeism and turnover rates, and ultimately, organizational failure (Johan & Yusuf, 2022). Therefore, organizations must prioritize employee well-being to mitigate the risk of CWBs. Excessive JS can impair employees' ability to fulfill their roles effectively, increasing the propensity for counterproductive actions (Farrastama et al., 2019). This aligns with COR theory, which posits that high job demands can lead to emotional exhaustion, burnout, and ultimately, CWBs (Hobfoll et al., 2018; Al-Romeedy & Khairy, 2024). Based on this theoretical framework, this study hypothesizes that:

H2: JS positively mediates the relationship between POPs and CWBs.

The Moderating Role of Perceived Distributive Justice

Perceived fairness in the workplace is a consistently sought-after organizational attribute, drawing significant research attention to its connections with various workplace issues (Yean, 2016; Muqadas et al., 2017). A cornerstone of this research is organizational justice, typically categorized into three dimensions: procedural, distributive, and interactional justice (Cohen-Charash & Spector, 2001). Procedural justice pertains to the fairness of decision-making

processes, while distributive justice focuses on the equity of outcomes. Interactional justice, meanwhile, concerns the quality of interpersonal treatment during these processes (Colquitt et al., 2001; Nowakowski & Conlon, 2005). Research consistently demonstrates that a strong organizational justice climate can mitigate the negative impacts of various workplace challenges, including organizational politics and counterproductive work behaviors (Kerwin et al., 2015; Saleem & Gopinath, 2015; Lilly, 2017; Biçkes et al., 2020). Perceived fairness is a critical factor influencing organizational commitment and performance (Folger et al., 2001). It positively correlates with managerial effectiveness and employee trust (Tekleab, Takeuchi, & Taylor, 2005; Klendauer & Deller, 2009). Conversely, a climate of injustice can contribute to organizational and societal inequities. Distributive injustice, particularly when amplified by organizational politics such as favoritism in rewards and promotions, is associated with increased employee deviance (Khattak et al., 2019; Meisler et al., 2019; Carter, 2021). Ambiguous organizational contexts can exacerbate such political behaviors, undermining meritocracy and fostering nepotism. Employees perceiving inequitable outcomes are more likely to engage in counterproductive work behaviors when they perceive political connections as primary determinants of rewards rather than individual performance (Khattak et al., 2021). Thus, the negative consequences of injustice are magnified in highly politicized work environments.

Moreover, organizational injustice is a potent catalyst for counterproductive work behaviors (Cohen-Charash & Spector, 2001). When employees perceive unfairness in organizational procedures, outcomes, or interpersonal treatment, they may resort to CWBs as a means of redress or retaliation. This can manifest in various forms, such as damaging organizational property, undermining colleagues, or reducing work effort (Henle & Naude, 2017). Research consistently supports the link between organizational justice and CWBs. Martinson et al. (2006) emphasize the role of distributive and procedural justice in shaping employee perceptions of fairness. When employees perceive inequitable resource allocation or unjust decision-making processes, they may engage in CWBs to restore a sense of equity or protect their self-image. Furthermore, interactional justice, or the quality of interpersonal treatment, also influences CWBs, with lower levels of interactional justice associated with higher levels of CWBs (Berry et al., 2007). In addition to these core justice dimensions, perceived threats to career progression or status can exacerbate the likelihood of CWBs (Jones & Paulhus, 2009; Zettler et al., 2011). When employees feel that their professional goals are obstructed by unfair practices, they may retaliate through CWBs (e.g., Zheng et al., 2017). According to COR theory, the current study proposes that a comprehensive understanding of the relationship between organizational justice, POPs, and CWBs is essential for developing effective strategies to prevent and mitigate these detrimental behaviors. By fostering fair and equitable workplaces (PDJ), organizations can significantly reduce the incidence of POPs and CWBs. So, the following hypothesis was assumed:

H3: PDJ positively moderates the relationship between POPs and CWBs.

Figure 1 below presents the study's conceptual framework.

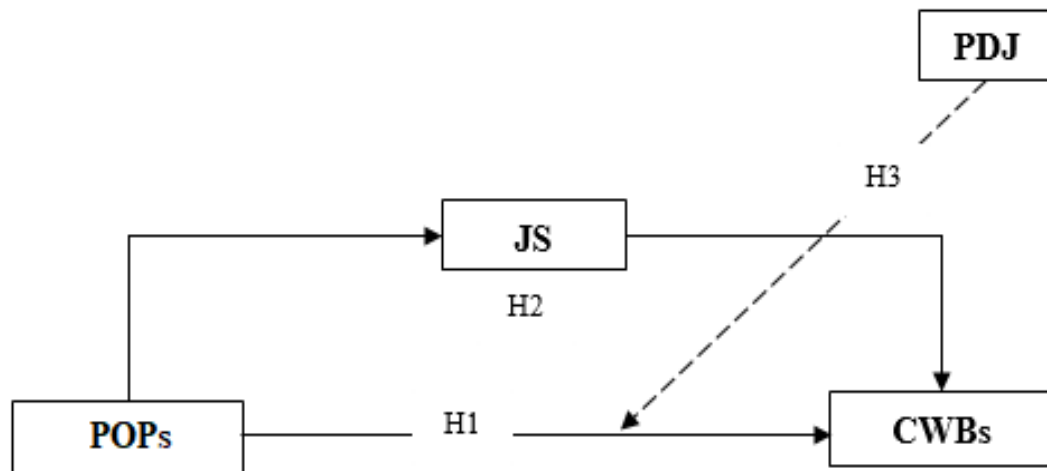


Figure (1): Conceptual framework of the study

Materials and Methods

Measures and Instrument Development

The survey instrument comprised two sections. The first section consisted of 18 items assessing latent variables, while the second section captured demographic information (gender, age, education, work experience, and work employer) through five questions. All measurement scales were adapted from previous research and utilized a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). POPs were measured using a four-item scale by De Clercq et al. (2016) (e.g., "There is a lot of self-serving behavior going on in the company"). CWBs were assessed with a five-item scale adapted from Fox et al. (2012) (e.g., "I purposely work slowly when things need to get done"). JS was measured using a five-item scale by Lambert et al. (2007) (e.g., "When I'm at work I often feel tense or uptight"). PDJ was assessed with a four-item scale by Colquitt (2001) (e.g., "In a hotel/travel agency, the outcome process reflects the effort I have put into my work"). To ensure conceptual equivalence, all scales were originally developed in English and subsequently translated into Arabic using the back-translation method.

Sampling and Data Collection

Data for this study were collected from employees in category (A) travel agencies and five-star hotels in Greater Cairo, Egypt, between March and July 2024. According to the Egyptian Ministry of Tourism and Antiquities (2024), this region encompasses 28 five-star hotels and 1235 category (A) travel agencies. Category (A) agencies were selected due to their comprehensive range of tourist services, while five-star hotels were included given their large workforce and demanding service standards (ElAdawi et al., 2024a). A judgmental sampling approach was employed to select the specific organizations, given resource constraints. Convenience sampling was then used to recruit participants within these selected establishments (Al-Romeedy & Khairy, 2024). Of the 550 questionnaires distributed, 394 were validly completed, resulting in a response rate of 71.6%. This included 201 responses from 23 five-star hotels (51.1%) and 193 from 48 travel agencies (48.9%). Following Hair et al. (2010), a minimum sample size of 10 participants per item is recommended. With 18 items across the study constructs (POPs, CWBs, JS, and PDJ), the sample size of 373 exceeded this requirement.

Data Analysis

Data analysis was conducted using partial least squares structural equation modeling (PLS-SEM) with WarpPLS 8.0 (Kock, 2022). Given its suitability for complex models with multiple latent variables and its widespread adoption in hospitality and tourism research (Khairy et al., 2023; ElAdawi et al., 2024b), PLS-SEM was deemed the most appropriate method for this study.

Results

Participant's Profile

The sample consisted of 394 respondents, of which 59.9% were male and 40.1% female. Concerning age, 36% were under 25 years old, while 44.4% were aged between 25 and 34. The majority (83.2%) held a bachelor's degree. Regarding work experience, 23.6% had 5-10 years of experience, and 34.8% had 10-15 years. Approximately 51.1% of participants were employed in five-star hotels, with the remaining 48.9% working in category (A) travel agencies. The detailed characteristics of respondents are shown in Table 1.

Table 1. Participants' profile (N=394)

		Frequency	Percent
Gender	Male	236	59.9
	Female	158	40.1
Age	< 25	142	36
	25- < 35	175	44.4
	35-45	74	18.8
	>45	3	0.8
Educational level	High schools	55	14
	Bachelor	328	83.2

		Frequency	Percent
	Postgraduate degree	11	2.8
work experience	< 5 years	47	11.9
	5-10 years	93	23.6
	10-15 years	137	34.8
	15-20 years	56	14.2
	>20 years	61	15.5
Work employer	Hotels	201	51.1
	Travel agencies	193	48.9

Measurement model assessment

Table 2 presents the assessment of the measurement model. Individual item reliability was evaluated based on outer loadings, with values ranging from 0.629 to 0.895. These exceed the recommended threshold of 0.50 (Sarstedt et al., 2021), indicating satisfactory individual item reliability. Internal consistency reliability was assessed using composite reliability (CR) and Cronbach's Alpha (CA). CR and CA scores ranged from 0.765 to 0.923, surpassing the recommended cutoff of 0.7 (Kock, 2022). This confirms adequate internal consistency reliability. Convergent validity was evaluated through average variance extracted (AVE) scores. All AVE values exceeded the 0.5 threshold (Hair et al., 2021), demonstrating acceptable convergent validity.

The Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio were used to assess discriminant validity (Tables 3 and 4). The square root of each construct's AVE was greater than its correlation with any other construct, fulfilling the Fornell-Larcker criterion for discriminant validity (Franke & Sarstedt, 2019). Furthermore, all HTMT ratios were below the recommended 0.85 threshold, providing additional evidence of discriminant validity (Hair et al., 2017).

To address potential common method bias, a variance inflation factor (VIF) analysis was conducted (Table 2). The absence of a dominant factor in exploratory factor analysis and VIF values below 3 (Kock, 2022) suggest no significant common method bias or multicollinearity issues.

Before hypothesis testing, the model's overall fit was assessed. As indicated in Table 5, the model fit indices met the established criteria according to Kock (2022). To explore potential differences in the structural relationships across different work environments, a multi-group analysis was conducted comparing employees in hotels and travel agencies (Table 6).

Table 2. Factor loadings, CA, CR, AVE, and VIF.

	Item Loading	CR	CA	AVE	VIF
Perceived Organizational Politics (POPs)	-	0.851	0.765	0.591	1.685
POPs.1	0.629				
POPs.2	0.821				
POPs.3	0.824				
POPs.4	0.786				
Counterproductive Work Behaviors (CWBs)	-	0.890	0.845	0.619	2.731
CWBs.1	0.842				
CWBs.2	0.750				
CWBs.3	0.734				
CWBs.4	0.825				
CWBs.5	0.776				
Job Stress (JS)	-	0.914	0.881	0.680	2.276
JS.1	0.754				
JS.2	0.862				
JS.3	0.861				
JS.4	0.869				
JS.5	0.768				
Perceived Distributive Injustice (PDJ)	-	0.923	0.888	0.749	1.465
PDJ.1	0.815				
PDJ.2	0.868				
PDJ.3	0.895				
PDJ.4	0.883				

Table 3. Discriminant validity results

	POPs	CWBs	JS	PDJ
POPs	0.769	0.575	0.592	0.336
CWBs	0.575	0.787	0.707	0.554
JS	0.592	0.707	0.824	0.333
PDJ	0.336	0.554	0.333	0.866

Table 4. HTMT ratios

(good if < 0.90, best if < 0.85)	POPs	CWBs	JS	PDJ
POPs				
CWBs	0.706			
JS	0.732	0.827		
PDJ	0.429	0.647	0.383	

Table 5. Model fit results

	Assessment	Criterion	Supported/Rejected
Average path coefficient (APC)	0.408, P<0.001	P<0.05	Supported
Average R-squared (ARS)	0.513, P<0.001	P<0.05	Supported
Average adjusted R-squared (AARS)	0.504, P<0.001	P<0.05	Supported
Average block VIF (AVIF)	1.379	acceptable if ≤ 5 , ideally ≤ 3.3	Supported
Average full collinearity VIF (AFVIF)	1.839	acceptable if ≤ 5 , ideally ≤ 3.3	Supported
Tenenhaus GoF (GoF)	0.611	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	Supported
Sympson's paradox ratio (SPR)	1.000	acceptable if ≥ 0.7 , ideally = 1	Supported
R-squared contribution ratio (RSCR)	1.000	acceptable if ≥ 0.9 , ideally = 1	Supported
Statistical suppression ratio (SSR)	1.000	acceptable if ≥ 0.7	Supported
Nonlinear bivariate causality direction ratio (NLBCDR)	0.750	acceptable if ≥ 0.7	Supported

Table 6. Multi-group analysis

Group pair results (Five-Star Hotel=1 (N= 201); Travel Agency=2 (N= 193))						
Path coefficient	Path coeff. (Five-Star Hotel)	Path coef. (Travel Agency)	Absolute path coeff. Diff.	p-values	T-statistic	Decision
POPs→CWBs	0.236	0.250	0.030	0.382	0.301	Not significant
POPs → JS	0.801	0.527	0.103	0.145	1.058	
JS→CWBs	0.517	0.510	0.053	0.294	0.541	
PDJ*POPs	0.126	-0.078	0.010	0.459	0.103	

Structural model assessment

Following the assessment of the measurement model, the significance of path coefficients was determined using standard bootstrapping procedures. Results from hypothesis testing (Figure 2, Tables 7) indicate a positive relationship between POPs and CWBs ($\beta= 0.26$, $p< 0.01$), supporting hypothesis 1. Additionally, positive relationships were found between POPs and JS ($\beta= 0.67$, $p< 0.01$) and between JS and CWBs ($\beta= 0.53$, $p< 0.01$). To examine the mediating role of JS, the Kisbu-Sakarya et al (2014) approach was employed. Bootstrapping analysis revealed

a significant indirect effect of POPs on CWBs through JS ($\beta = 0.362$, $p < 0.001$), supporting hypothesis 2. The 95% confidence interval for the indirect effect did not include zero, further confirming the partial mediation. Finally, results demonstrate that PDJ negatively moderates the relationship between POPs and CWBs ($\beta = -0.16$, $p = 0.04$), indicating that higher levels of PDJ weaken the positive association between POPs and CWBs. Consequently, hypothesis 3 was supported.

Table 7. Mediation analysis results

H2	Path a POPs→JS	Path b JS→CWBs	Indirect t Effect	SE	t- value	95% LL	95% UL	Decision
POPs→JS→CWBs	0.673	0.538	0.362	0.064	5.657	0.237	0.488	Mediation

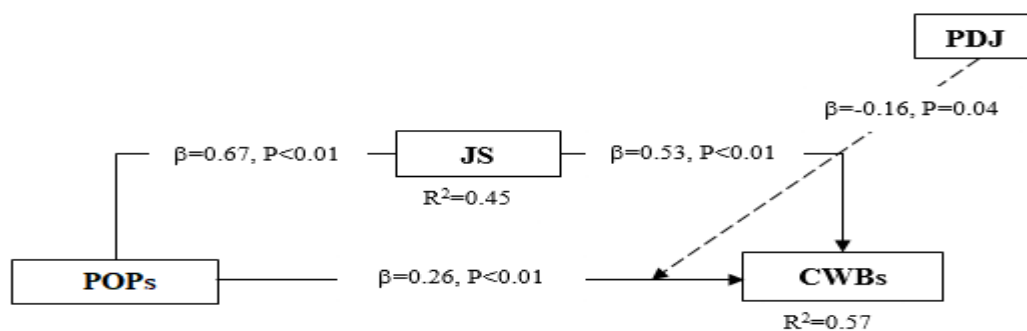


Figure (2): Final model of the study

Explanatory power of the model

The model's explanatory power was assessed by calculating R^2 using the PLS algorithm in WarpPLS software. The obtained R^2 values exceeded the recommended threshold of 0.19 (Chin, 1998). As depicted in Figure 2, R^2 for JS was 0.45, and for CWBs was 0.57, indicating that POPs significantly predict both outcomes.

Predictive relevance of the model

The Stone-Geisser Q^2 statistic provides an additional measure of the predictive relevance of the inner model. Q^2 assesses the model's ability to predict endogenous latent variables within each specific latent variable block (Kock, 2022). A Q^2 value greater than zero indicates acceptable predictive accuracy. The reflective measurement model of this study, analyzed using PLS-SEM, demonstrated strong predictive relevance as indicated by the Q^2 values obtained through the blindfolding procedure (Table 8).

Table 8. The predictive relevance Q^2 of the model

Constructs	Q2	Predictive Relevance
JS	0.477	Strong
CWBs	0.582	Strong

Discussion

The study aimed to investigate the relationship between POPs and CWBs in the Egyptian hospitality and tourism industry. It further explored the mediating role of JS and the moderating role of PDJ in this relationship.

Consistent with previous research (e.g., Baloch et al., 2017; Meisler et al., 2020; Ugwu et al., 2023; Al-Romeedy & Khairy, 2024; De Clercq & Pereira, 2024), the findings revealed a positive association between POPs and CWBs (Supporting H.1). This suggests that employees exposed to higher levels of organizational politics are more likely to engage in counterproductive behaviors. As proposed by Baloch et al. (2017), employees often resort to CWBs as a response to organizational stressors, including POPs. This retaliatory behavior is driven by a desire to restore perceived equity and justice. Meisler et al. (2020) extended this argument by differentiating between organizational and interpersonal CWBs, suggesting that POPs can lead to both forms of counterproductive behavior. While Ugwu et al. (2023) found a strong link between POPs and interpersonal CWBs, their results were not significant for organizational CWBs.

The findings also revealed positive relationships between POPs and JS, as well as between JS and CWBs. These results align with previous research (e.g., Bashir et al., 2019; De Clercq et al., 2019; Letshaba & Chinomona, 2019; Ma & Li, 2019; Suroso et al., 2020). Letshaba & Chinomona (2019) and Bashir et al. (2019) demonstrated that POPs can significantly contribute to JS. Employees exposed to political behaviors often experience negative emotional states such as nervousness, irritation, and tension. Moreover, Ma & Li (2019) and Suroso et al. (2020) found a strong association between JS and CWBs. Increased stress levels can trigger negative emotions, leading to CWBs. These behaviors can range from direct actions like damaging property to indirect ones like interpersonal aggression. The results of the current study support the mediating role of JS in the relationship between POPs and CWBs (Supporting H.2). Essentially, JS intensifies the positive correlation between POPs and CWBs. This result resonates with Saleem & Gopinath (2015) and Hasanati et al. (2018) who revealed the mediating role of job stress with counterproductive work behaviors. As well, Bashir et al. (2019) and Al-Romeedy & Khairy (2024) stated that job stress mediates the impacts of POPs on organizational behaviors.

Consistent with prevailing theoretical perspectives, organizational politics has been widely recognized as a detrimental workplace phenomenon, especially in the hospitality and tourism sector (Al-Romeedy & Khairy, 2024; Awad et al., 2024). The current study extends this understanding by demonstrating that perceived distributive justice negatively moderates the relationship between POPs and CWBs (Supporting H.3). In essence, higher levels of perceived distributive justice mitigate the impact of POPs on CWBs. These findings resonate with previous research (Imran et al., 2018; Nazir et al., 2024) highlighting the buffering effect of organizational justice, particularly distributive justice, on the deleterious consequences of organizational politics. Moreover, Fernández-del-Río et al. (2022) provide additional support for the moderating role of distributive justice by demonstrating its influence on the relationship between the dark tetrad personality traits and CWBs. Their study indicates that employees with low or moderate perceptions of distributive justice are more likely to engage in CWBs compared to those with high levels of distributive justice.

Theoretical and practical implications

This study's findings contribute significantly to the COR theory by elucidating specific resource threats within the tourism and hospitality industry. The results demonstrate how POPs undermine trust, psychological well-being, and fairness perception, thereby depleting critical employee resources. Moreover, the study underscores the mediating role of JS in the resource depletion process, aligning with COR's core premise that resource loss can precipitate counterproductive work behaviors as employees seek to protect remaining resources. The research reveals a cyclical pattern of resource depletion initiated by POPs, wherein initial resource losses lead to increased JS, subsequently resulting in CWBs and further resource loss. Crucially, the study highlighted the moderating role of perceived distributive justice in buffering this process. By fostering communication, enhancing satisfaction, addressing inequities, and providing equitable compensation, organizations can mitigate the negative impacts of POPs, restore depleted resources, and interrupt the resource loss circle. This aligns with COR theory's emphasis on resource gain as a mechanism for employee well-being and organizational effectiveness.

This research offers several practical implications for managers and practitioners in the hospitality and tourism industry. Firstly, managers should be mindful of the potential risks associated with POPs. Such perceptions can lead to increased stress and CWBs, ultimately impacting both individual and organizational outcomes. To address these challenges, hospitality and tourism organizations can implement some mechanisms for employees to voice their concerns, such as knowledge-sharing sessions and confidential ombudsman programs (De Clercq & Pereira, 2024). These initiatives can help to identify and address issues related to favoritism and organizational politics. Second, it is crucial to recognize the detrimental impact of POPs on employee well-being and performance. To mitigate these negative consequences, organizations should foster a culture of fairness and transparency. This can be achieved by encouraging compliant and moral behavior, discouraging negative political behaviors, and promoting distributive justice. Lastly, the findings underscore the critical role of organizational justice in preventing CWBs. Managers should prioritize the equitable distribution of resources and fair compensation to address perceptions of distributive injustice. By implementing effective organizational justice policies and training programs, organizations can create a more positive work environment and reduce the likelihood of CWBs

Limitations and further research

While this study contributes to the existing literature, several avenues for future research emerge. Firstly, the identified mediating role of JS in the relationship between POPs and CWBs suggests the potential influence of other intervening factors. Exploring additional mediators, such as negative emotions, job burnout, or knowledge hiding, could offer deeper insights into the mechanisms underlying this relationship. Secondly, the moderating effect of PDJ on the POPs-CWBs link highlights the importance of examining other potential moderators. Investigating factors like moral identity, paternalistic leadership, or resilience could provide valuable insights into mitigating the negative consequences of POPs. Finally, the cross-sectional nature of this study precludes causal inferences. Longitudinal research is necessary to establish causal relationships between the variables under investigation.

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هل تؤدي السياسة التنظيمية إلى إثارة سلوكيات العمل المضادة للإنتاجية في المنظمات السياحية والفندقية: أدوار ضغوط العمل والعدالة التوزيعية

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الملخص العربي:

برزت السياسة التنظيمية كعامل سائد وضرار داخل المنظمات، مما يؤثر بشكل كبير على سلوكيات الموظفين ونتائجهم. واستنادًا إلى نظرية الحفاظ على الموارد، بحثت هذه الدراسة في العلاقة بين تصورات الموظفين للسياسة التنظيمية وسلوكيات العمل المضادة للإنتاجية. افترضت الدراسة أن ضغوط العمل تتوسط هذه العلاقة وأن العدالة التوزيعية المتصورة تعدلها. تم جمع البيانات من الموظفين في الفنادق ذات الخمس نجوم ووكالات السفر من الفئة (أ) في مصر من خلال الاستبيانات التي تتم إدارتها ذاتيًا. تم استخدام نمذجة المعادلات الهيكلية الجزئية المربعة باستخدام WarpPLS v.8 لتحليل البيانات من ٣٩٤ استجابة صالحة. أشارت النتائج إلى وجود ارتباط إيجابي بين تصورات الموظفين للسياسة التنظيمية وسلوكيات العمل المضادة للإنتاجية، وكذلك بين تصورات السياسة التنظيمية وضغوط العمل. بالإضافة إلى ذلك، تم العثور على علاقة إيجابية بين ضغوط العمل وسلوكيات العمل المضادة للإنتاجية، مما يدعم الدور الوسيط لضغوط العمل. وعلاوة على ذلك، كشفت الدراسة أن العدالة التوزيعية المتصورة تُعدّل سلبًا في العلاقة بين تصورات السياسة التنظيمية وسلوكيات العمل المضادة للإنتاجية. يساهم هذا البحث في الأدبيات الموجودة من خلال تحديد وفحص الدور الوسيط لضغوط العمل والدور المعدل للعدالة التوزيعية المتصورة في العلاقة بين تصورات السياسة التنظيمية وسلوكيات العمل المضادة للإنتاجية.، مما يوفر رؤى جديدة حول الآليات الكامنة وراء هذه الظاهرة المعقدة.

الكلمات الدالة: السياسة التنظيمية، سلوكيات العمل المضادة للإنتاجية، ضغوط العمل، العدالة التوزيعية المتصورة، صناعة الضيافة والسياحة.