

# The Influence of Organizational Factors on Counterproductive Work Behaviour (CWB) in Malaysian SMEs

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## Abstract

Employee's Counterproductive Work Behavior (CWB) is a negative behavior that employees undertake. Every year, firms all across the world suffer financially and operationally as a result of employee participation in CWB. CWB give an impact on business and these impacts are also more likely to be felt by SMEs also, given their smaller margins and lack of knowledge in overcoming these issues. It is important for SMEs to be able to prevent this counterproductive behavior at work. Hence, this study attempts to examine the influence of organizational factors (organizational support, organizational ethical climate and organizational justice) on CWB among Malaysian SMEs. A quantitative method was used in this study and data was collected from 149 employees from various SMEs employee via online questionnaires. PLS-SEM was used to analyze three (3) hypotheses for this study. The result found that organizational support and organizational justice showed significant and negative influence on CWB, whereas organizational ethical climate did not have any significant influence on CWB. Theoretically, this study provides empirical evidence on the factors that influence CWB. From a practical perspective, the study provides better understanding for SMEs business on the aspects that they should focused in preventing CWB.

**Keywords:** Counterproductive Work Behaviour (CWB), Organizational Support, Organizational Ethical Climate, Organizational Justice, SMEs

## Introduction

Small and medium-sized enterprises (SMEs) are regarded as one of the pillars of Malaysia's economic engine for growth. In Malaysia SMEs account for 97.2% of all businesses establishments, and they play a crucial role in the country's economy, making them essential to achieving Malaysia's Sustainable Development Goals (SDGs) (Low, 2021). SMEs contribution to the growth of economic are considered to be the most important. According to Department of Statistic Malaysia (2021), SMEs contributed 38.2% of Malaysia's Growth Domestic Product (GDP). However, Malaysian SMEs are found to contribute less to the nation's GDP and exports when compared to SMEs from numerous nearby countries such as

Japan, South Korea, and Singapore. Malaysian SMEs will lose their competitive advantage in the global economic climate due to low productivity and unproductive behavior among SMEs employee. Given the significant impact of employee violence on firms, particularly SMEs, preventative measures are required. SMEs' performance will fall if they fail to pay attention to unproductive work conduct.

Counterproductive Work Behavior (CWB) is more likely to occur in SMEs because the lack the capabilities and mechanisms that larger corporations use to prohibit such behavior in the workplace. Studies on such issue are extremely vital in the present day because it can help the organizations to minimize losses resulted from those behaviours (Na-Nan et al., 2020). For example, big corporations frequently have a well-resourced and wellness programmed at the workplace along with training facilities to prevent CWB, but financial pressures mean that SMEs are not capable of dealing with this kind of issue. Their ability to find the factor that impact their workers' performance, efficiency and productivity level also difficult. However, there is a lack of research that investigate the factors behind CWB conduct among SMEs in Malaysia, especially in term of organizational factors. Research in Malaysia has expressed that CWB is overflowing and ascending in the country. Abdullah and Halim (2016) noticed that CWB is a significant justification for why the public authority's objective of offering model proficient public types of assistance has not been accomplished in spite of many years of endeavors. These research feature that counterproductive work conduct known as huge issue in the developing country.

There are several factors that can influence CWB and these include personal or individual factors and organizational factors. However, past researcher mainly focuses on individual factors. As stated by Muafi (2015), deviant behavior issue, including CWB in SMEs is mostly caused by individual factor from the owners of such SMEs. Prior research has emphasized the influenced of organizational factors on CWB in determining SMEs performance and the development of a sustainable competitive advantage. This study enhances the relationship by identifying crucial organizational factor for SMEs in Malaysia and investigating the link between them.

Specifically, this study aims to

1. examine the influence of organizational support on counterproductive work behavior;
2. examine the influence of organizational ethical climate on counterproductive work behavior; and
3. examine the influence of organizational justice on counterproductive work behavior.

The findings of this study will be valuable to both SMEs and future researcher in developing a new framework for improving overall organizational performance in an evolving economic environment.

### **Literature Review**

This study used Social Exchange Theory (SET) to assist in observing CWB among employee. SET is used to comprehend an organization's function and management members' obligations and specific behaviours (Abdullah & Halim, 2016). The assumption on employee behaviour will based on how well the employee have been treated by an organization. SET is a paradigm that has been very influential in the study of any exchange connection. Its fundamental beliefs are that people have a propensity to engage in behaviours that were rewarded in the past,

and that the more the frequency with which a given activity has led to a reward, the greater the likelihood that a person will engage in that action (Tziner, 2014). SET has been found in organizational research is in the study of the factors that underlie organizational behaviour. As an example, employees create a general belief regarding the amount to which the organization cares about them and values their contributions based on the organizational support factor. According to this theory, organizational factors might be influence on CWB among employees at workplace.

### **Counterproductive Work Behaviour (CWB)**

Based on Rahim et al (2018), CWB can be defined as deliberate actions that violate organization rules and endanger employees. A significant number of researchers often draw parallels patterns of behavior. Nevertheless, in practice distinguishing between the two is not a straight forward endeavor at all. For instance, if an employee accidentally destroys corporate property and all of the appropriate protocols are followed, the damage may be written off as unintentional behavior towards an organization. Positive workplace deviance behavior includes organizational citizenship, whistleblowing, corporate social responsibility, and innovation.

In another study, Abdullah and Halim (2016) stated that CWB refers to "hazardous" employee behavior in an organization that can affect performance or properties, or can harm employees by lack of motivation to work at workplace. In general, CWB may be described as any illegal behavior by employees of an organization or any rules and regulations that enforced by the organization. CWB behaviors include vengeance, aggressive behavior at work, anti-social of individual sabotage and impoliteness. Typically, every member of an organization has committed CWB when they wish to destroy their organization reputation. Employee participation in CWB has a significant influence on the company and the well-being of other employees. The impact of CWB on the organization, may be seen in annual financial losses among organization. CWB also has an impact on interpersonal connections and the quality of team working experience among employees (Abas et al., 2015).

### **Organizational Support**

As stated by the Jawahar and Stone (2017) organizational support theory is referred to the extent to which workers think that their employer recognizes the importance of their work, and concerned about their well-being and meets their socio emotional requirements. The concept of organizational support on the other hand expands as employees' overall impressions of how much their employer values their efforts and cares. (Wickramaratne, 2021). In addition, the sense of organizational support is often linked to the norms of reciprocity. Employees who believe they have received higher levels of organizational support are more likely to respond by participating in civil activities and performing better than employees who believe they have received lower levels of perceived organizational support. To be more precise, organizational support is considered as an indicator that technical improvements are on the horizon, and innovation helps in the growth of their skills and abilities. As a consequence of this, employees have a greater sense of mental well-being, which in turn encourages positive behavior toward the organization.

### **Organizational Ethical Climate**

Organizational ethical climate can be referred as the organization shared perceptions of what constitutes ethical behavior and how ethical challenges should be handled (Alias et al., 2018).

Organizational ethical climate also can be defined as an individual's attribute that pertains to an individual's perception of organizational norms and features (Moghimi & Subramaniam, 2015). In current scenario most of are likely to have climates that range from very ethical to highly unethical. The ethical atmosphere of an organization determines its ethical beliefs and expected behaviors, and it has been demonstrated to influence the ethicalness of its employees. Organizational ethical climate also can influence employees' perceptions as well as their decisions, such as whether or not to engage in deviant rule breaking at organization.

### **Organizational Justice**

Organizational justice refers as to employees' perceptions of fairness or equality treatment received from the organization (Al-A'wasa, 2018). Organizational justice also known as volume of knowledge about such fairness evaluations, often including subjects as how they are constructed, their dimensional structure, and their individual- and group-level effects. When employees believe that their employers have treated them fairly, they are more likely to behave in a manner that is beneficial not only to themselves but also to their employers (Cropanzano & Molina, 2015). When people feel that they have been treated unfairly, they behave less constructively. Chernyak-Hai & Tziner (2014) noted that when employees find themselves in unfair circumstances, they are more likely to feel dissatisfaction and emotional strain, both of which will inspire them to take action to alleviate the situation.

### **Hypotheses Development**

#### **Organizational Support and Counterproductive Work Behavior**

Organizational support can be explained as which employee think their organization appreciates their contributions, cares about their well-being, and meets socio emotional needs. Employees have a propensity to retaliate in the form of negative behavior when the organizational support is seen to be poor. Fulfils workers' socio-emotional requirements including respect, acceptance, and connection, which leads to organizational attachment and social identity. Additionally, socio-emotional fulfilment reduces workplace unethical conduct and improves employee well-being (Abas et al., 2015).

Previous study by Ugwu (2022) showed that when employees perceive that their companies are helpful, positive energy is mobilized, and employees are obligated to reciprocate by engaging in desired organizational behaviors while the reverse appears to be happening when employees have a low sense of support. Vatankhah (2017) showed that lower level of organizational support will lead to violence against organization among employee. Similarly, Ugwu, Ifeoma, Nwagqo and Ohunne (2022) found that organizational support negatively predicted CWB. Based on these past findings, the following hypothesis is suggested in this study:

*H1: There is negative influence of organization support on CWB*

#### **Organizational Ethical Climate and Counterproductive Work Behavior**

Based on Bida and Link (2020), organizational ethical climate refers to the organizational perceptions of right and wrong and psychological systems for judging ethical concerns. The notion of ethical climate is subjective and only validated when most members of an organization or unit believe that specific ethical thinking or behaviors dominate the functioning system. It has also been stated that the actual behavior of top management is the most important factor in ethical climate. What top management do, and the culture they

establish and reinforce, makes a big difference in the way lower-level employees behavior changes. Many researchers believe that an organization's ethical climate influences not only employees' moral behavior but also a wide range of undesirable behaviors, such as employee turnover and fraud. As a result, the ethical atmosphere of an organization may be a good indicator of both ethical behavior and workplace deviance. Chernyak-Hai & Tziner (2014) noted that organization's overall ethical climate would have negative influence for counterproductive work behavior. Similarly, according to Jeewandara and Kumari (2021), the organizational ethical climate had an impact on the occurrence of counterproductive behaviors. When employees emotionally identified that organizational climate as more favourable & supportive climate for them, then they try to "deviate" from the counterproductive behaviours. Based on these past findings, the following hypothesis is proposed in this study:

*H2: There is negative influence of organizational ethical climate on CWB*

### **Organizational Justice and Counterproductive Work Behavior**

Organization justice also known as fairness among employment in different dimension of justice. Some of the research has shown that perception of justice influence attitudes, thoughts, emotions, and behaviors in the organization. Previous studies have found that CWB is influenced by numerous factors; however, organizational justice has been found to be a consistent predictor (Mehmood et al., 2023). According to the equity hypothesis developed by Al-A'wasa (2018) exposing employees unfair treatment make employee feel dissatisfied with organization. Individuals evaluate fairness by comparing their input to outcome ratio to a referent anyone's ratio. People who feel themselves to be under or over compensated will be driven to retain justice. Meanwhile, Alias (2018) claimed that such theories presume that employee of the organization watch and learn unfair behavior from others or their surroundings that motivate to conduct unethical behavior.

Moreover, some other previous study also investigates the relationship between organizational justice and CWB. Selamat and Ran (2019) noted that the employee's reaction to such a violation is determined by organizational justice. If an employee is treated fairly, he will exhibit favorable attitudes and excellent morale in organization. Based on these past findings, the following hypothesis is proposed in this study:

*H3: There is negative influence of organizational justice on CWB.*

Based on these hypotheses' development, Figure 1 shows the research framework

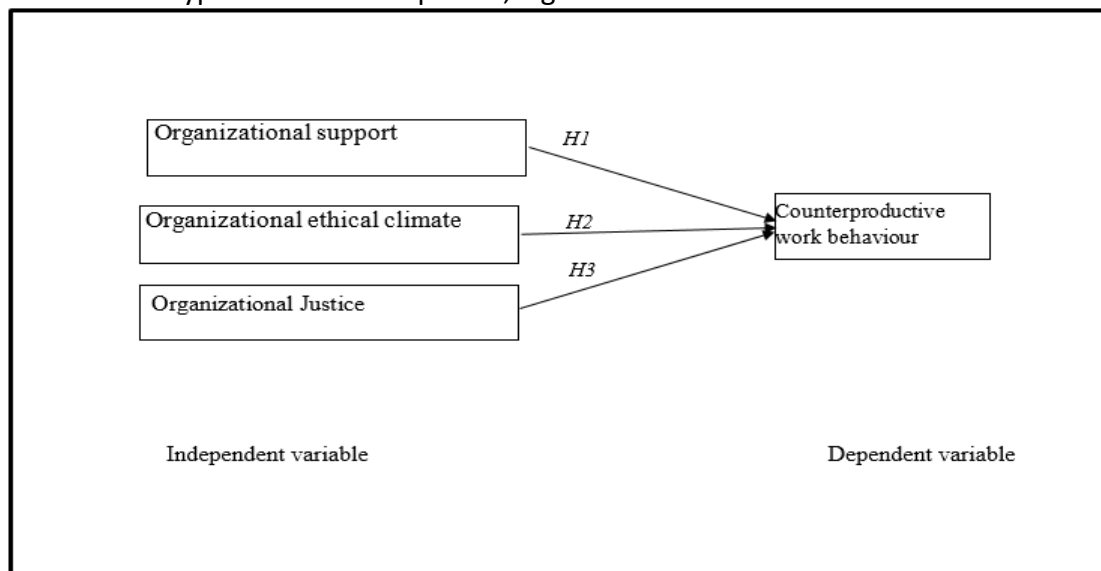


Figure 1. Research Framework

### Research Methodology

This article mainly conducted to examine the influence of organizational factors specifically organizational support, organizational ethical climate and organizational justice on CWB among SMEs in Malaysia. The targeted respondent of this study is the employees in Malaysian's SMEs companies. For the sampling technique, this study used a convenience sampling as it is quick, cheap, and easy. Convenience samples are handy for a variety of reasons and require little forethought. Participants who are available at the time are simply used by researchers. The sample size of this research has been determined by using G-power software which suggested 77 sample to acquired data from various SMEs employees. Online Google form was created for this study which consist of five section which include demographic profile, organizational support, organizational ethical climate, organization justice and CWB. Researchers can reach a larger audience, acquire real-time results, and collect enormous amounts of data for better decision-making by using online survey questionnaire. The instruments were adopted from Eisenberger, Huntington, Hutchison & Sowa (1986) for organizational support, Victor and Cullen (1988) for organizational ethical climate, Beugre (1998) for organizational justice and Spector et al (2006) for CWB. The researcher analyzes the data using a 5-point Likert scale. Likert scales in this research consists of five response alternatives: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. After acquired the data needed for the study, the data is analyzed using Smart PLS 4.

### Findings

#### **Demographic Profile of Respondents**

A total questionnaire of 149 respondents were obtained for this study and all the responses were analyzed. Among the demographic profile that has been analyzed include gender, ethnic group, age, working experience, academic qualification, position and monthly income. A majority of the respondents were female (57.7%) compare to male (42.3%). Majority of the were Malays (48.3%) compare to other ethnicities. Majority of the respondent aged between 21 to 30 years old (83.2%). About 47% of them have working experience below 1 year. For academic qualification, most of the respondent have academic bachelor degree (69.8%).

When looking into their income per month, almost half of the respondents have income between RM 1000-RM3000 (40.9%). Most of respondent were in middle level record higher number of percentage (65.2%).

### ***Descriptive Statistics***

Descriptive statistics summarized data accurately and meaningfully. Descriptive statistics are also important for screening data, investigating data characteristics, and assessing the statistical assumptions behind inferential univariate and multivariate statistical tests. The table 1 indicates the mean and standard deviation of each variable that were used in this study.

Table 1  
*Descriptive Statistics*

<b>Constructs</b>	<b>Mean</b>	<b>Standard Deviation</b>
1. Organizational Support (OS)	3.668	0.675
2. Organizational Ethical Climate (OEC)	3.509	0.738
3. Organizational Justice (OJ)	3.500	0.973
4. Counterproductive Work Behaviour (CWB)	2.183	0.859

### ***Measurement Model Analysis***

#### ***Convergent Validity***

Convergent validity examines how well two measures represent a shared notion. Alternative measurements with poor convergent validity create ambiguities that make it difficult to evaluate study results (Carlson & Herdman, 2012). Convergent validity is more complex since it examines how well hypotheses of relationships between constructs retain up on the field of study. To prove convergent validity based on studies, have to show a positive correlation between related concept measures. First, the outer loadings are critical indicators that show the movement of the latent variable towards the observable variables. For outer loading, an outside loading value of 0.5 or above for a measurement item is deemed acceptable, whereas a value greater than 0.7 is considered exceptionally satisfactory.

Table 2

*Outer Loadings*

	CWB	OS	OEC	OJ
CWB1	0.887			
CWB2	0.934			
CWB3	0.829			
CWB4	0.929			
CWB5	0.734			
OS1		0.358		
OS2		0.718		
OS3		0.945		
OS4		0.892		
OEC1			0.895	
OEC2			0.759	
OEC3			0.728	
OEC4			0.744	
OEC5			0.872	
OJ1				0.924
OJ2				0.945
OJ3				0.875
OJ4				0.912
OJ5				0.815

Note: Organizational Support (OS); Organizational Ethical Climate (OEC); Organizational Justice (OJ)

Table 2 show the outer loading of the items. Based on the table, all outer loading values are greater than 0.7 and considered exceptionally satisfactory except for the item OS1 in which the value is below than 0.5. Hence, the item was deleted from the model.



Table 3

*Measurement Model*

Constructs	Items	Loadings	$\alpha$	Composite reliability	Average Variance Extracted (AVE)
Organizational Support (OS)	OS2	0.694	0.861	0.880	0.686
	OS3	0.914			
	OS4	0.862			
Organizational Ethical Climate (OEC)	OEC1	0.895	0.901	0.906	0.644
	OEC2	0.759			
	OEC3	0.728			
	OEC4	0.744			
Organizational Justice (OJ)	OJ1	0.923	0.952	0.955	0.801
	OJ2	0.945			
	OJ3	0.875			
	OJ4	0.912			
	OJ5	0.815			
Counterproductive Work Behaviors (CWB)	CWB1	0.887	0.934	0.942	0.750
	CWB2	0.933			
	CWB3	0.828			
	CWB4	0.931			
	CWB5	0.734			

Convergent validity also required the average variance extracted (AVE) must be larger than 0.5. The AVE is determined by adding up the squared loadings of all indicators for a particular construct. Table 3 shows that AVE is more than 0.5, that means all the value is acceptable. Based on the results obtained, the composite reliability value for CWB is 0.942. Meanwhile, the reliability for the independent variables, specifically organizational support, organizational ethical climate and organizational justice are 0.880, 0.906, and 0.955 respectively. All reliability values are higher than 0.708 as suggested by (Hair, 2019).

**Discriminant Validity**

The amount to which a latent variable may be discriminated between groups is known as discriminant validity. In certain contexts, the term "discriminant validity" is synonymous with "divergent validity". Moreover, the degree to which one construct may be distinguished from another in accordance with certain empirical criteria is referred to as its discriminant validity. Henseler et al (2019) suggested an alternative approach to access discriminant validity through the Heterorait-Monotrait Ratio (HTMT). Therefore, this present study applied HTMT to analyze its discriminant validity. Through this result of discriminant validity, the HTMT value must be below 0.9.

Table 4

*Discriminant validity result (HTMT ratio)*

	CWB	OEC	OJ	OS
CWB				
OEC	0.628			
OJ	0.644	0.854		
OS	0.636	0.804	0.741	

Based on **Table 4**, all values are lower than the required threshold HTMT value of 0.90 recommended by Gold (2001). This finding indicates that discriminant validity is established for the constructs of the study.

**Hypotheses Testing Result**

Table 5

*Significance of hypothesized relationships*

Relationships	VIF	$\beta$	SD	<i>t</i> value	<i>p</i> value	Confidence Interval		$(f^2)$	R <sup>2</sup>	Decision
						LL	UL			
H1:OS → CWB	2.783	-0.311	0.140	2.220	0.026	-0.582	-0.035	0.07	0.470	Supported
H2:OEC → CWB	4.780	-0.091	0.180	0.509	0.611	-0.447	0.270	0.06		Unsupported
H3:OJ → CWB	3.781	-0.337	0.130	2.601	0.009	-0.615	-0.092	0.01		Supported

\*Note. SD = Standard Deviation, LL = Lower Limit, UL = Upper Limit, VIF = Variance Inflation Factor

R<sup>2</sup> is a way to evaluate how much an exogenous variable can explain the impact on a dependent variable. At the same time, the F-square assesses the magnitude of the influence between variables. The limits for interpreting the R-Square value are 0.75, 0.50, and 0.25, indicating that the model is substantial, moderate, and weak, respectively. The R<sup>2</sup> value for CWB is 0.470, indicating a moderate model based on (Hair, Risher, Sarstedt, 2019). Meanwhile, the limits for assessing the effect size ( $f^2$ ) values are 0.02 as small, 0.15 as medium, and the value of 0.35 as large. The  $F^2$  result shows that organization support (0.07), organization ethical climate (0.06) and organizational justice (0.01) have small effect in producing R<sup>2</sup> for CWB.

**Table 5** showed the result for three hypotheses developed in this study. Hypothesis 1 stated that organization support negatively influences CWB. The findings revealed that organization support ( $\beta = -0.311$ ,  $p < 0.05$ ) have significant and negative influence on CWB. Thus, hypotheses 1 is supported. Hypothesis 2 stated that organization ethical climate negatively influence CWB. The findings revealed that organization ethical climate ( $\beta = -0.091$ ,  $p > 0.05$ ) does not have any significant influence on CWB. Thus, hypotheses 2 is not supported. Hypotheses 3 stated that organization justice negatively influence on CWB. The findings revealed that organization justice ( $\beta = -0.337$ ,  $p < 0.05$ ) negatively influence on CWB. Thus, hypothesis 3 is supported. In summary, the overall result indicates that from all three hypotheses developed in this study, there are two hypotheses were supported. **Figure 2** shows the overall model.

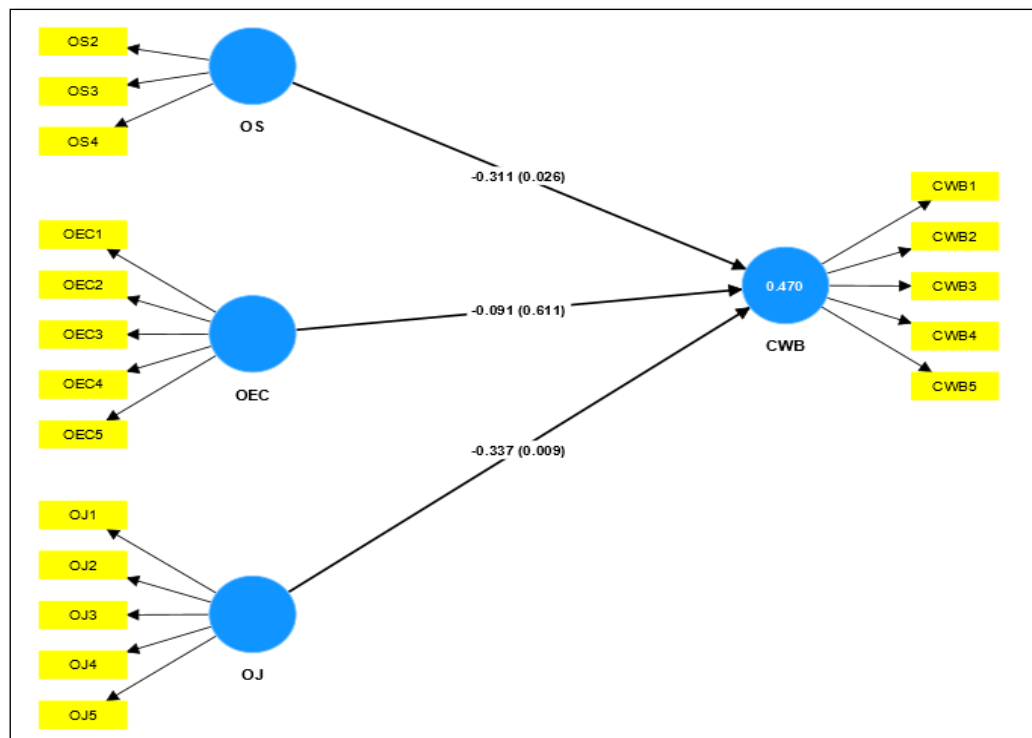


Figure 2. Overall model

### Discussion

This study aims to examine the influence of organizational factors such as organization support, organization ethical climate and organizational justice on counterproductive work behavior among SMEs in Malaysia. Therefore, this research has been proposed and tested total 3 hypotheses. The outcome of results shows that 2 hypotheses were supported where another 1 were not supported.

*Research Objective 1: To examine the influence of organizational support on counterproductive work behavior.*

The study found that organizational support has negative influence on CWB. Moreover, result of this study showed that most employees in SME companies received support that leads to lower CWB. Current study tend to agree with the study of Bimrew Sendekie Belay (2022) which found organizational support negatively related to CWB. They also noted that organization support would require employees to raise productive outputs, attendance, and timeliness, while reducing counterproductive work behaviors at workplace. This study also in line with Vatankhah (2017) which indicate that the presence of supportive organizational policies is more essential to SMEs industry employee to reduced CWB. These findings similar with the idea of Liu & Ding (2021) that individuals will be more motivated to involved harmful acts if they perceive lower support from the organization. When employee received support from organization, they will behave ethically towards the organization to maintain reputation of firm. This study also aligned with Abdullahi (2021) stated support would increase trust that the organization will respect its commitment to recognized and reward employee achievements on its behalf. In the context of this, organization support evaluated from the perception of how organization treat their employee in term of well-being. The relationship

between organization support on CWB evaluated through two parties that exchange their value and how the both parties' response each other. Organizational support is among the reliable factor that influencing employee counterproductive work behavior among SMEs.

*Research Objective 2: To examine the influence of organizational ethical climate on counterproductive work behavior.*

Second objective of this study is to examine influence of organizational ethical climate on counter productive work behavior among SMEs in Malaysia. In the present results which indicate that organizational ethical climate has insignificant influence with CWB. This finding contradict with past finding conducted by Bida and Link (2020) stated that which if organization acts ethically, then employee will know that misbehavior in any form is not allowed. This because most of the SME's industry does not have any proper ethical codes and law as other corporate implied in their organization. Majority corporate having a strict law in their organization to avoid employee misbehave at workplace. Top management should establish an organization's specific ethical standards and rules based on what they consider proper or inappropriate behavior. This implies depend on both personal beliefs and industry-wide ethical practices. The more organization create new ethical code, rules and law, the more unethical behavior conducted by employee. Moreover, the majority of respondent were youngster who have less than 1 year work experience also can be the reasoned why ethical climate does not have any influence on CWB. Employee with less working experience with the companies might having less exposure to the ethical code or policies during their working period.

*Research Objective 3: To examine the influence of organizational justice on counterproductive work behavior.*

Lastly, the third objective of this study to examine influence of organizational justice on counterproductive work behaviour. This study found that organizational justice significantly and negatively influences counterproductive work behaviour among employee in SMEs. Result of this also study are similar with past studies conducted by Selamat and Ran (2019) in which the found that employees who do not experience organizational fairness will be less productive and may even engage in undesirable idleness. As a result, organizational justice is a crucial factor in evaluating enterprise management competency and an essential element of a company's key competitiveness. It is interesting to note that all previous studies were significant that conducted at developing countries as China, America and India.

It was further noted by Al-A'wasa (2018) organizational justice influence employee behavioural changes when they did not get a fair decision from management level in workplace. More specifically, when individuals inside a work unit felt that their organization treating them not fair, they were more likely to engage with the working colleagues at workplace to behave unethical for organization sustainable development to achieve own vision or goal (Schminke, 2013). Therefore, the significant finding in this present study highlighted the unfair treatment among employee from organization must be avoid in workplace.

**Implication and Conclusion**

In conclusion, this study was attempted to examine the influence of organizational factor such as organizational support, organizational ethical climate and organizational justice on CWB among the SMEs Malaysia. It was discovered that two factors (organizational support and organization justice) had made a significant contribution to the CWB in the present study. However, there are limitations in this study. Firstly, the present study survey design limits making direct implications regarding the relationship between perceptions of organization factors and CWB. Future researchers can conduct in-depth interviews with companies in order to get more accurate results to support the evaluations. Second, the present study's sample was generally focused on SMEs in Malaysia, making it unable to generalize these results.

***Theoretical Implications***

Several contributions can be highlighted from this study. This study adds to the literature and provide new evidences by showing that both organization support and organization justice has different degrees of influence on CWB. Our findings offer a step towards realizing an in-depth and sophisticated understanding of the processes which can heighten and cause CWB. Therefore, this research has successfully established certain principles for future research in this area of CWB and SMEs.

***Practical Implications***

For practical contribution, as the finding revealed that organizational support and justice are among of significant factor for CWV, it provides some insight for SMEs to make a specific priority on organization support and organization justice factors. These findings suggest that understanding of organizational factor of the work situation appear useful for the management in handling the counterproductive work behavior issue. CWB among employee can be avoided from fair treatment and high support from management. Better company performance given the significance of improving SMEs performance and lowering levels of counterproductive behavior for organizational well-being. This study emphasizes the need of establishing fair procedures and teaching managers how to treat their employees fairly. It shows that organizational support and justice plays an important role in the occurrence of counterproductive work behavior among SMEs in Malaysia. Our study extends the scope of the existing CWB concepts from a Western country to Asian contexts, specifically Malaysia.

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