


**SYSTEMATIC LITERATURE REVIEW: AFFECTIVE EXPERIENCES AS A PREDICTOR OF COUNTERPRODUCTIVE WORK BEHAVIOUR**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 13 January 2023</p> <p><b>Accepted</b> 07 March 2023</p> <p><b>Keywords:</b></p> <p>Systematic Literature Review; Counterproductive Work Behaviour; Affective Experience; Affective States; Discrete Emotions.</p> <div data-bbox="172 1160 480 1406" style="text-align: center;">  </div>	<p><b>Purpose:</b> This study aims to systematically review the literature on counterproductive work behaviour (CWB) to understand better the role of affective experiences in predicting such behaviour.</p> <p><b>Theoretical framework:</b> Since CWB can have devastating effects on both individuals and organisations, there has been rising concern about the issue. Meanwhile, recent studies have demonstrated the substantial influence of affective experiences on CWB. Therefore, it's common to view such experiences as immediate causes of CWB in the workplace. However, a lack of research has systematically examined this relationship.</p> <p><b>Design/methodology/approach:</b> This study follows PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) guidelines by integrating multiple research designs from 2017 to 2022 to investigate the phenomenon of affective experiences-CWB. The relevant literature review was selected from two (2) established databases, Scopus and Web of Science.</p> <p><b>Findings:</b> Thematic analysis yielded three (3) overarching themes as predictors of affective states at work: unpleasant treatment/attitudes of others, job stressors, and dispositional distribution. Affective states that predict CWB were also identified, with two (2) primary themes (broad negative and positive affect) and seven (7) sub-themes (discrete negative and positive emotions). Furthermore, two (2) major themes, internal and external mechanisms, appear to be underlying mechanisms in the relationship between affective experiences and CWB.</p> <p><b>Research, Practical &amp; Social implications:</b> This study offers valuable insight into the state of knowledge and practical implementation for future strategies.</p> <p><b>Originality/value:</b> This work may be the first study to systematically review the literature on the topic of CWB from an affective experience perspective. The work contributes to the existing literature on affective experience-CWB in two (2) major ways. First, the study provides a more in-depth explanation of the predictors, implications, and underlying mechanisms, of the relationship between affective</p>

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experiences and CWB by thoroughly reviewing the relevant empirical studies. Second, it identifies important research gaps and recommends a path forward for future studies in this field.

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## REVISÃO DA LITERATURA SISTEMÁTICA: EXPERIÊNCIAS AFETIVAS COMO PREDITOR DE COMPORTAMENTO CONTRAPRODUTIVO NO TRABALHO

### RESUMO

**Objetivo:** Utilizando uma revisão sistemática da literatura, este estudo busca compreender como as experiências afetivas podem impactar comportamentos negativos no trabalho, fenômeno conhecido como comportamento contraproducente no trabalho (CWB).

**Referencial teórico:** Como a CWB pode ter efeitos devastadores em indivíduos e organizações, tem vivido uma preocupação crescente com o assunto. Enquanto isso, os estudos recentes registraram a influência substancial da af.

**Desenho/metodologia/abordagem:** Este estudo segue as diretrizes do PRISMA (Itens de relatório preferidos para revisões sistemáticas e meta-análises), integrando vários projetos de pesquisa de 2017 a 2022 para investigar o fenômeno das experiências afetivas-CWB. A revisão da literatura relevante foi selecionada de dois (2) bancos de dados estabelecidos, Scopus e Web of Science.

**Resultados:** A análise temática rendeu três (3) temas abrangentes como preditores de estados afetivos no trabalho: tratamento/atitudes desagradáveis dos outros, estressores no trabalho e distribuição disposicional. Os estados afetivos que predizem o CWB também foram identificados, com dois (2) temas primários (afeto negativo e positivo amplo) e sete (7) subtemas (emoções negativas e positivas discretas). Além disso, dois (2) temas principais, mecanismos internos e externos, parecem ser mecanismos subjacentes na relação entre experiências afetivas e CWB.

**Pesquisa, implicações práticas e sociais:** Este estudo oferece informações valiosas sobre o estado de conhecimento e implementação prática para estratégias futuras.

**Originalidade/valor:** Este trabalho pode ser o primeiro estudo a revisar sistematicamente a literatura sobre o tema CWB a partir de uma perspectiva de experiência afetiva. O trabalho contribui para a literatura existente sobre experiência afetiva-CWB de duas maneiras principais. Primeiro, o estudo fornece uma explicação mais aprofundada dos preditores, implicações, mecanismos subjacentes, etc., da relação entre a experiência afetiva e o CWB, revisando minuciosamente a literatura empírica relevante. Em segundo lugar, identifica importantes lacunas de pesquisa e recomenda um caminho a seguir para estudos futuros neste campo.

**Palavras-chave:** Revisão Sistemática da Literatura, Comportamento Laboral Contraproducente, Experiência Afetiva, Estados Afetivos, Emoções Discretas.

## REVISIÓN LITERATURA SISTEMÁTICA: EXPERIENCIAS AFECTIVAS COMO PREDICTOR DE CONDUCTAS LABORALES CONTRAPRODUCTIVAS

### RESUMEN

**Propósito:** Utilizando una revisión sistemática de la literatura, este estudio busca comprender cómo las experiencias afectivas pueden afectar los comportamientos laborales negativos, un fenómeno conocido como comportamiento laboral contraproducente (CWB).

**Metodología:** Este estudio sigue las pautas PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) al integrar múltiples diseños de investigación de 2017 a 2022 para investigar el fenómeno de las experiencias afectivas-CWB. La revisión de la literatura relevante se seleccionó de dos (2) bases de datos establecidas, Scopus y Web of Science.

**Conclusiones:** El análisis temático arrojó tres (3) temas generales como predictores de estados afectivos en el trabajo: trato/actitudes desagradables de los demás, factores estresantes en el trabajo y distribución disposicional. También se identificaron estados afectivos que predicen CWB, con dos (2) temas primarios (afecto negativo y positivo amplio) y siete (7) subtemas (emociones negativas y positivas discretas). Además, dos (2) temas principales, mecanismos internos y externos, parecen ser mecanismos subyacentes en la relación entre experiencias afectivas y CWB.

**Implicaciones de la Investigación:** Este estudio ofrece información valiosa sobre el estado del conocimiento y la implementación práctica para futuras estrategias.

**Palabras clave:** Revisión Sistemática de la Literatura, Comportamiento Laboral Contraproducente, Experiencia Afectiva, Estados Afectivos, Emociones Discretas.

## INTRODUCTION

Counterproductive work behaviour (CWB) refers to purposeful behaviours that harm organisations or their members, which can lead to financial losses and affect employees' psychological well-being and morale (Baharom et al., 2017; Zheng, 2019). A considerable amount of CWB research has focused on determining the factors that motivate people to engage in this destructive behaviour in the workplace (Mercado et al., 2018). Despite the fact that different researchers have proposed distinct typologies of CWB antecedents, these antecedents can generally be categorised as either individual or situational (Sackett & DeVore, 2001).

In reviewing the literature, situational antecedents have often been found to be important determinants of CWB engagement (e.g., Zhang et al., 2019; Jahanzeb et al., 2020). On the other hand, individual antecedents have been shown to be strong predictors of CWB participation (e.g., Schilbach et al., 2020; Andel et al., 2022;). This implies that both individual and situational factors should be appropriately examined, as these factors are considered significant and, in most cases, interrelated.

Previous research on workplace affectivity has started to scrutinise how individuals' emotions and moods influence CWB acts (Spector & Fox, 2005). According to affective events theory (AET), work events are antecedents of affective reactions and behaviours. Work events that occur due to stable characteristics of the work environment are thought to be the proximate cause of affective experiences at work (Weiss & Cropanzano, 1996).

Undoubtedly, emotional experiences at work can have both positive and negative effects on how people function. Emotion might very well play an important role in people's daily lives in many situations, and it is strongly related to the quality of everyday human experience (Lokman et al., 2019). In recent years, it has become increasingly vital to address emotional experiences to ensure the emotional well-being of individuals (Ganesan et al., 2022), especially during unexpected situations and crises (Murugan & Natarajan, 2022). As a result, a thorough understanding of the role of affective states in the prediction of CWB at work could lead to more effective intervention strategies.

Thus far, various studies have been conducted to analyse the phenomenon of affective experiences and CWB at work (e.g., Paciello et al., 2019; Jahanzeb et al., 2020; Thompson & Bruk-Lee, 2021). However, little effort has been made to systematically analyse these studies, discover trends, and develop prospective themes on this topic. In particular, review procedures

have not been effectively managed, including identification, screening, and eligibility. There are several concerns about transparency and bias in conventional literature reviews. Various authors select articles in favour of their topic of interest (Mohamed Shaffril et al., 2021).

As a result, it would be a major challenge for future researchers to replicate the study, validate the explanations, or review the scope of the study in such a system. Given this vacuum in the literature, the present study attempts to conduct a systematic literature review (SLR) focusing on the relationships between affective experiences and CWB. The researchers' empirical findings can be grounded in this approach to identify gaps and suggest future research directions. This study was guided by the following main research questions: (1) "What are the predictors of affective states?", (2) "Which affective states predict CWB?" and (3) "What are the underlying mechanisms between affective experiences and CWB?".

## **MATERIAL AND METHODOLOGY**

The current review is guided by the "Preferred Reporting Items for Systematic reviews and Meta-Analyses" (PRISMA). PRISMA is commonly used in the study of affective experiences (Zurriaga et al., 2020) and employee work behaviour streams (Tagliabue et al., 2020). The PRISMA explanation enables a rigorous search for terms related to the phenomenon of affective experience and work behaviour, as well as the coding of information in future studies of organisational behaviour. Evidence from observational studies shows that the use of PRISMA enables complete reporting of systematic reviews (Page et al., 2021).

In line with PRISMA, the SLR process began with formulating the research questions using the PICo technique, which stands for "problem or population, interest, and context." The next step was to organise and carry out the document search in three (3) systematic steps: identification, screening, and eligibility. The selected articles then went through several stages, including data extraction and analysis. In addition, the research questions served as the basis for data extraction, and the thematic synthesis approach was used to analyse the extracted data. To ensure that the review process met the purpose of the review, the researchers followed the recommendations made in the review by considering other alternatives where appropriate.

### **Formulation of the research question**

Two (2) sources were utilised in formulating the research question: firstly, ideas from past studies such as by Thompson and Bruk-Lee, (2021) and Paciello et al. (2019). These articles were all related to affective experiences and CWB at work. The second source utilised the PICo formula (Lockwood et al., 2015). Based on these formulas, the researchers

incorporated three (3) main components as part of the review, employees (population), affective states and CWB (interest), and worldwide workplace (context). This facilitated the researchers to formulate the main research question of this study: “What are the predictors of affective states?”, “Which affective states predict CWB?” and “What are the underlying mechanisms between affective experiences and CWB?”.

### **Systematic searching strategies**

In order to find the pertinent articles, three (3) systematic identification, screening, and eligibility procedures proposed by Mohamed Shaffril et al. (2021) were applied. By applying these procedures, the researchers could discover and synthesise the studies thoroughly for a well-structured and transparent SLR.

### **Identification**

The formulated research questions produced two (2) main keywords: affective states and CWB. By using an online thesaurus such as thesaurus.com, reviewing keywords from previous research, consulting keywords suggested by Scopus, and seeking advice from experts, the researchers could further develop the relevant keywords. In this way, several keywords similar to the affective state, including feelings and emotions, were examined. In the Scopus and Web of Science databases, these terms were integrated using search tools such as phrase search, field code functions, truncation, Boolean operators, and wildcards (see Table 1). The search efforts recognised about 564 potential articles from the selected databases.

### **Screening**

The second step was screening, where articles were either included in the study or excluded based on a predetermined set of criteria, either manually by the researchers or with the assistance of a database (see Table 2). For this review, the screening method was limited to articles published between 2017 and 2022 to reflect the concept of “research field maturity” highlighted by Kraus et al. (2020). The time frame was chosen because there were enough published studies to conduct a thorough assessment. Since the publications were primary data, the researchers chose to review the empirical studies. To avoid confusion, only those written in English were considered. The choice of behavioural sciences, social sciences, psychology, management, and ethics research as one of the criteria was intended to increase the likelihood of finding more articles related to the study phenomena. A total of 344 articles were taken out

of the review as they didn't meet the criteria for inclusion, 41 reports were duplicated, and one (1) report couldn't be retrieved. In the following phase, 178 articles remained for further review.

Table 1. Search string used in the selected database

Database	String
Scopus	TITLE-ABS-KEY ( ( "affective state*" OR "emotion*" OR "feeling*" ) AND ( "counterproductive work behavio*" ) )
Web of Science	(TS= ( ( "affective state*" OR "emotion*" OR "feeling*" ) AND ( "counterproductive work behavio*" ) )

Source: Prepared by the authors (2022).

Table 2. Inclusion and exclusion criteria

Criterion	Inclusion	Exclusion
Timeline	2017–2022	2016 and earlier
Subject area	behavioural science, social science, psychology, management, and ethics	Other than the inclusion criteria
Document type	Articles (with empirical data)	Review article, chapter in a book, book, etc
Language	English	Non-English

Source: Prepared by the authors (2022).

## Eligibility

The authors manually screened the remaining articles (either by reading the title, abstract, or the entire article) to determine whether the selected article met the specified inclusion criteria. As a result, the title screening excluded 28 articles, and the abstract screening removed 101 articles. A further 11 articles were excluded after the authors had read the content of the selected articles. In total, 140 articles were removed at this stage because they were either not directly related to the relationship between affective experiences and CWB or were written in a review format. In the end, 38 articles made it to the quality assessment phase.

## Data extraction and analyses

This study relied on the integrative review. This approach permitted diverse research designs (cross-sectional, longitudinal, and daily/weekly) to be incorporated into the review. According to Whitemore and Knafl (2005), a qualitative or mixed methods approach that allows the researcher to make iterative assessments of primary data sources is the ideal way to synthesise or analyse integrative data. Therefore, the current study utilised a qualitative approach to synthesise and analyse the data. The researchers carefully reviewed all 38 articles by looking at the abstract, findings, and discussion sections.

The next step was data abstraction, which was performed in response to the research questions. This means that all the information from the studies reviewed that was relevant to answering the research questions was extracted and tabulated. The researcher then conducted a

thematic analysis to find themes and sub-themes, identify patterns and relationships, as well as clusters, count, note similarities, and identify connections in the abstracted data (Braun & Clarke, 2019). According to Flemming et al. (2019), thematic analysis is the method that works best for synthesising a mixed study design. It is described as a descriptive approach that compresses data into a flexible model and combines it with other data analysis methodologies (Vaismoradi et al., 2013). The generation of themes was the first phase of thematic analysis. In this phase, the researchers looked for patterns within the data that had been abstracted and analysed from all the articles. In total, five (5) groups were formed for the predictors of affective states (RQ1) and two (2) broad groups for both the affective states that predict CWB (RQ2) and the underlying mechanisms (RQ3).

The accuracy of these themes was examined in the procedure that came after. The researchers re-examined the main themes created during this procedure to confirm their applicability and accuracy in representing the facts. After the procedure was completed, three (3) themes for affective states predictors (RQ1), two (2) main themes and seven (7) sub-themes for affective states that predict CWB (RQ2), and two (2) themes for underlying mechanisms (RQ3) made up the finalised patterns. The researchers then proceeded to the next step by naming the themes for each group and its subgroup (see Table 3). Throughout the process of this technique, the themes were generated in a group of corresponding authors and co-authors. Up until a consensus was reached on the adjustment of the produced themes and sub-themes, the researcher discussed any discrepancies, thoughts, puzzles, or ideas relating to the interpretation of the data.

Table 3. The themes and the sub-themes

No.	Author	Affective state predictors (RQ1)			Affective states that predict CWB (RQ2)								Underlying mechanisms (RQ3)		
		*UpT/A	*JS	*DA	Negative affect	Anger	Boredom	Fear	Loneliness	Envy	Fatigue	Positive affect	Happiness	Internal	External
1	Griep et al. (2022)	/				/								/	
2	Andel et al. (2022)			/		/	/							/	
3	Thompson and Bruk-Lee (2021)		/										/		
4	Schilbach et al. (2020)			/	/										
5	Griep et al. (2020)	/				/									
6	Dalal et al. (2020)			/	/										/
7	Jahanzeb et al. (2020)	/				/								/	
8	Paciello et al. (2019)	/				/			/						
9	Zhang et al. (2019)		/		/									/	
10	Pingel et al. (2019)			/		/									/
11	Zhou et al. (2018)		/			/									/
12	Fida et al. (2018)	/				/			/						

Note: \*UpT/A = Unpleasant treatment/attitudes of others, \*JS = Job stressors, \*DA = Dispositional attribution

Source: Prepared by the authors (2022).



Table 3. The themes and the sub-themes (continued)

No.	Author	Affective state predictors (RQ1)			Affective states that predict CWB (RQ2)								Underlying mechanisms (RQ3)		
		*UpT/A	*JS	*DA	Negative affect	Anger	Boredom	Fear	Loneliness	Envy	Fatigue	Positive affect	Happiness	Internal	External
13	Lin and Johnson (2018)			/	/										
14	Griep and Vantilborgh (2018)	/				/									
15	Littman-Ovadia et al. (2017)			/								/			
16	Dahling (2017)	/			/									/	
17	Becker et al. (2022)								/						
18	Soroya et al. (2022)			/									/		
19	Qu et al. (2021)											/			
20	Krishnakumar et al. (2017)				/									/	
21	Ružojčić et al. (2021)			/		/									
22	Meisler et al. (2020)	/				/									

Note: \*UpT/A = Unpleasant treatment/attitudes of others, \*JS = Job stressors, \*DA = Dispositional attribution

Source: Prepared by the authors (2022).

Table 3. The themes and the sub-themes (continued)

No.	Author	Affective state predictors (RQ1)			Affective states that predict CWB (RQ2)								Underlying mechanisms (RQ3)		
		*UpT/A	*JS	*DA	Negative affect	Anger	Boredom	Fear	Loneliness	Envy	Fatigue	Positive affect	Happiness	Internal	External
23	Newton and Perlow (2021)	/				/								/	
24	Reynolds Kueny et al. (2020)	/			/										
25	Braun et al. (2018)	/								/					
26	Richard et al. (2020)	/			/										
27	Navarro-Carrillo et al. (2018)				/										
28	Xu et al. (2021)			/							/				/
29	Li et al. (2019)	/			/										/
30	Barclay and Kiefer (2019)	/			/										

Note: \*UpT/A = Unpleasant treatment/attitudes of others, \*JS = Job stressors, \*DA = Dispositional attribution

Source: Prepared by the authors (2022).

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No.	Author	Affective state predictors (RQ1)			Affective states that predict CWB (RQ2)								Underlying mechanisms (RQ3)		
		*UpT/A	*JS	*DA	Negative affect	Anger	Boredom	Fear	Loneliness	Envy	Fatigue	Positive affect	Happiness	Internal	External
31	Ghadi (2018)			/						/					
32	Zhang et al. (2018)		/		/										/
33	Naeem et al. (2020)	/			/									/	
34	Thomas et al. (2022)	/			/						/				
35	Wang and Xiao (2021)	/			/		/								/
36	De Longis et al. (2022)				/									/	
37	Lan et al. (2021)											/			
38	Howard and Smith (2021)						/								

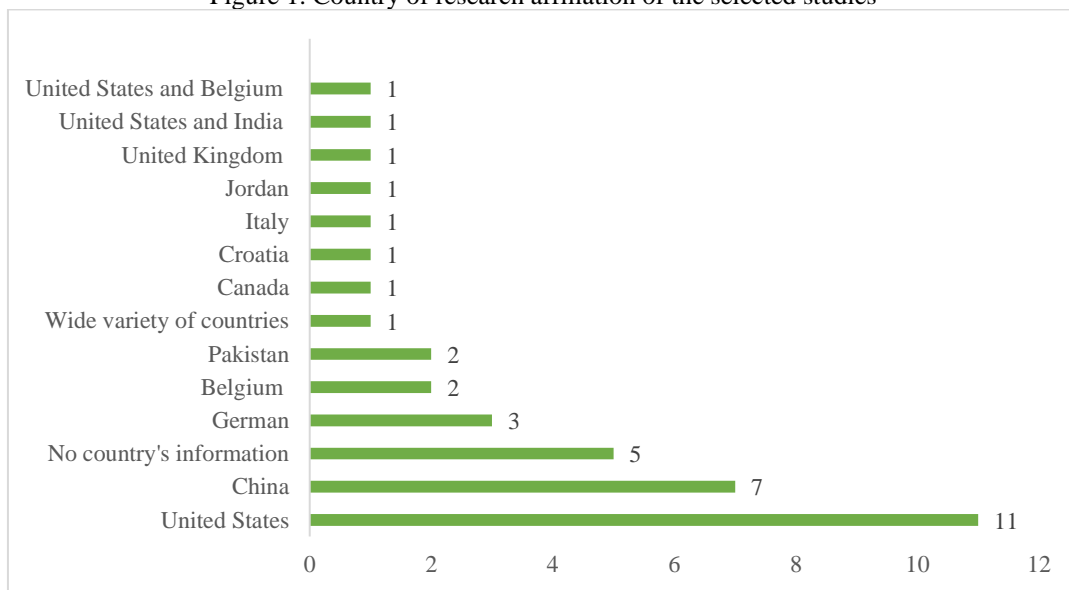
Note: \*UpT/A = Unpleasant treatment/attitudes of others, \*JS = Job stressors, \*DA = Dispositional attribution  
 Source: Prepared by the authors (2022).

## RESULTS AND DISCUSSION

### Background of the selected studies

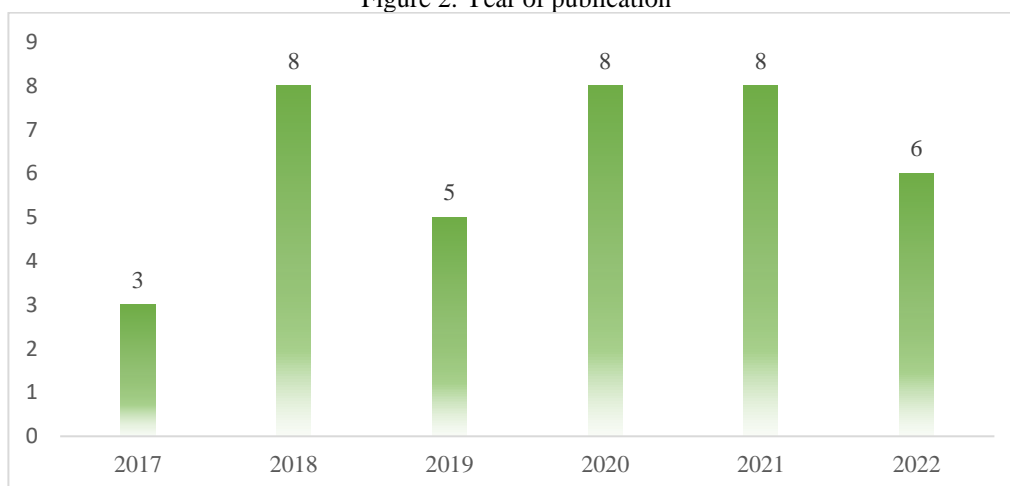
It can be seen from Figure 1 that the United States is the dominant continent, accounting for 29% of all studies conducted worldwide. As of March 2022, the annual number of scientific papers published has shown an increase, as indicated by Figure 2. As can be seen in Figure 3, the majority of the included studies employed a cross-sectional approach. Additionally, the article distribution in 28 journals is presented in Table 4.

Figure 1. Country of research affiliation of the selected studies



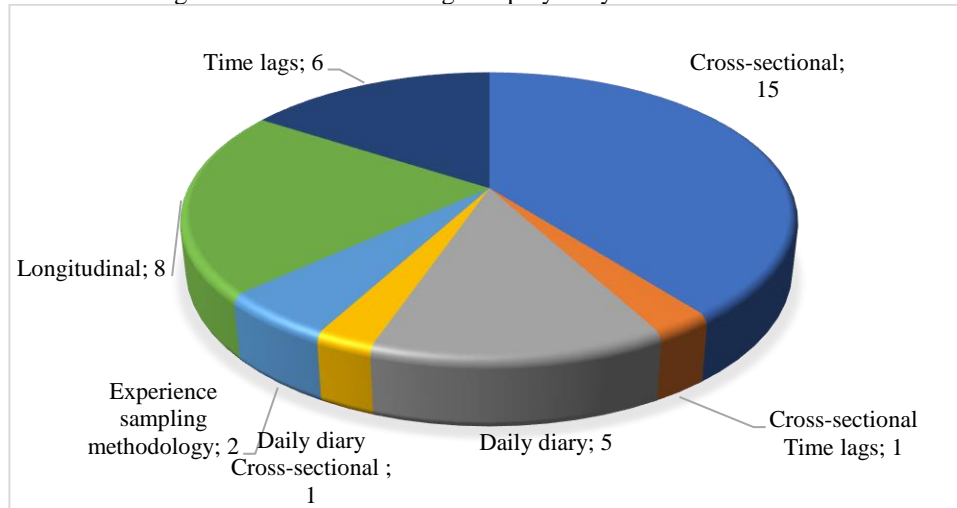
Source: Prepared by the authors (2022).

Figure 2. Year of publication



Source: Prepared by the authors (2022).

Figure 3. The research design employed by the selected studies



Source: Prepared by the authors (2022).

Table 4. Journal of publication

Journal name	Articles	Authors
Applied Psychology	2	De Longis et al. (2022), Howard and Smith (2021)
Applied Research in Quality of Life	1	Thompson and Bruk-Lee (2021)
Asia Pacific Journal of Management	2	Li et al. (2019), Lan et al. (2021)
Asian Journal of Social Psychology	1	Naeem et al. (2020)
Business Ethics, the Environment & Responsibility	1	Wang and Xiao (2021)
Economic and Industrial Democracy	2	Griep et al. (2020), Griep et al. (2022),
European Journal of Work and Organizational Psychology	3	Dahling (2017), Schilbach et al. (2020), Andel et al. (2022)
Frontiers in Psychology	3	Fida et al. (2018), Qu et al. (2021), Xu et al. (2021)
Human Performance	1	Reynolds Kueny et al. (2020)
Human Resource Management	1	Becker et al. (2022)
International Journal of Organizational Analysis	1	Jahanzeb et al. (2020)
International Journal of Selection and Assessment	2	Zhang et al. (2019), Ružojčić et al. (2021)
Journal of Applied Psychology	1	Zhang et al. (2018)
Journal of Business and Psychology	3	Dalal et al. (2020), Lin and Johnson (2018), Thomas et al. (2022)
Journal of Business Ethics	1	Braun et al. (2018)
Journal of Happiness Studies	1	Littman-Ovadia et al. (2017)
Journal of Management	1	Barclay and Kiefer (2019)
Journal of Occupational and Organizational Psychology	1	Pingel et al. (2019)
Journal of Organizational Behaviour	1	Zhou et al. (2018)
Journal of Vocational Behaviour	1	Griep and Vantilborgh (2018)
Library Management	1	Soroya et al. (2022)
Management Research Review	1	Ghadi (2018)
Motivation and Emotion	1	Krishnakumar et al. (2017)
Occupational Health Science	1	Richard et al. (2020)
Personality and Individual Differences	1	Paciello et al. (2019)
Personnel Review	1	Meisler et al. (2020)
Psychological Reports	1	Newton and Perlow (2021)
The Spanish Journal of Psychology	1	Navarro-Carrillo et al. (2018)

Source: Prepared by the authors (2022).

Table 5 provides an overview of the variables that have been used in empirical research on affective experience-CWB. The table also helps to identify variables that have not yet been empirically investigated and provides potential avenues for further study.

Table 5. The variables used by the selected studies

No.	Author	Variables
1	Griep et al. (2022)	Psychological contract breach (PCB), violation feelings, organisational and supervisor blame attributions, CWB directed at the organisation (CWB-O) or supervisor (CWB-S)
2	Andel et al. (2022)	Perceived overqualification, boredom, anger, task crafting, cyberloafing, abuse
3	Thompson and Bruk-Lee (2021)	Job demand, happiness, CWB
4	Schilbach (2020)	Secondary psychopathy, challenge, hindrance, threat, negative affect, CWB
5	Griep et al. (2020)	PCB, violation feelings, CWB directed at the individual (CWB-I), CWB-O
6	Dalal et al. (2020)	Personality traits (agreeableness, conscientiousness, emotional stability, negative affect, CWB-focused situational strength, task-performance-focused situational strength, CWB-I, CWB-O
7	Jahanzeb et al. (2020)	Workplace bullying, anger, neuroticism, interpersonal deviance, organisational deviance
8	Paciello (2019)	Workplace bullying, anger, fear, CWB
9	Zhang et al. (2019)	Role stressors (i.e., role ambiguity, role conflict, and role overload), negative affect, proactive personality, CWB
10	Pingel et al. (2019)	Proactivity, irritability, external motivation, withdrawal
11	Zhou et al. (2018)	Illegitimate tasks, anger, daily time pressure, CWB
12	Fida et al. (2018)	Workplace aggression, anger, fear, sadness, CWB
13	Lin and Johnson (2018)	Prevention focus, negative emotions, deviant behaviour, withdrawal
14	Griep and Vantilborgh (2018)	PCB, violation feelings, CWB
15	Littman-Ovadia et al. (2017)	Signature strengths, positive emotions, CWB
16	Dahling (2017)	Customer interactional injustice, mental exhaustion, negative emotions, display rule commitment, display rule deviance
17	Becker et al. (2022)	Work related loneliness, emotional exhaustion, minor CWB
18	Soroya et al. (2022)	General well-being, home-work interface, job-career satisfaction, control at work, working condition, stress at work, CWB
19	Qu et al. (2021)	Upshift in positive affect, upshift in negative affect, CWB
20	Krishnakumar et al. (2017)	Job negative affect, workplace-emotional intelligence, CWB
21	Ružojčić et al. (2021)	Implicit aggressiveness, workplace anger, CWB
22	Meisleret al. (2020)	Perceptions of organisational politics (POP), hostility, CWB-O, CWB-I
23	Newton and Perlow (2021)	Leader-member relations, anger, self-control, entitlement, CWB
24	Reynolds Kueny et al. (2020)	Supervisor CWB-O, negative emotions, negative cognitive reactions, CWB-O, CWB-I
25	Braun et al. (2018)	Leader narcissism, malicious envy, benign envy, CWB
26	Richard et al. (2020)	Cyberaggression, negative emotion, rumination, CWB
27	Navarro-Carrillo et al. (2018)	Malicious envy, benign envy, perceived injustice, negative emotions, CWB
28	Xu et al. (2021)	Organisational citizenship behaviour (OCB), citizenship fatigue, perceived organisational support (POS), CWB
29	Li et al. (2019)	Supervisors' contempt, anger, and disgust (CAD), subordinates' CAD, leader prototypicality, CWB

No.	Author	Variables
30	Barclay and Kiefer (2019)	Unfair events, anger, anxiety, CWB
31	Ghadi (2018)	Neuroticism, conscientiousness, perceived competitiveness, envy, CWB
32	Zhang et al. (2018)	Job stressors, negative emotions, learning, relaxation, deviant behaviour
33	Naeem et al. (2020)	Family incivility, negative emotions, self-efficacy for emotional regulation, workplace incivility
34	Thomas et al. (2022)	Experienced patient incivility, negative emotions, compassion fatigue, incivility towards patients

Table 5. The variables used by the selected studies (*continued*)

35	Wang and Xiao (2021)	Abusive supervision, negative emotion, anger, rule climate, instrumental climate, caring climate, supervisor-directed deviance, organisation-directed deviance, coworker-directed deviance, customer-directed deviance
36	De Longis et al. (2022)	Negative emotions, negative emotions inertia, CWB
37	Lan et al. (2021)	Positive affect, negative affect, CWB
38	Howard and Smith (2021)	Regret, disappointment, avoidance motivation, approach motivation, CWB, work withdrawal

Source: Prepared by the authors (2022).

### The predictors of affective states at work

Three (3) main themes emerged from the thematic analysis of 38 selected articles: (1) unpleasant treatment/attitudes of others, (2) job stressors, and (3) dispositional attribution. Based on the findings, the three (3) themes answered SLR research question 1, “What are the predictors of affective states at work?”. The themes of the selected studies are explained in the following section.

#### ▪ Unpleasant treatment/attitudes of others

According to the literature review, one of the main sources of affective experiences in the workplace is the unpleasant treatment or unpleasant attitudes of others. For instance, both paid and unpaid workers (Griep et al., 2020) experienced feelings of violation following a breach of a psychological contract (Griep & Vantilborgh, 2018; Griep et al., 2022). Meanwhile, fear, anger, and sadness are just some of the negative emotions that can be triggered in the workplace by mistreatments such as bullying, aggression, and cyberaggression (Fida et al., 2018; Jahanzeb et al., 2020; Paciello et al., 2019; Richard et al., 2020). In addition, employees’ anger can be fuelled by the negative emotions caused by unfair events (Barclay & Kiefer, 2019). Further, organisational politics is another unpleasant experience caused by others and is positively associated with hostility (Meisler et al., 2020). Despite the workplace context, Naeem et al. (2020) argued that negative emotions are the cause of a domino effect of incivility in all spheres of life, from home to the workplace.

On the other hand, compassion fatigue and negative emotions may result from interactions with customers whose actions are perceived as unfair or rude (Dahling, 2017; Thomas et al., 2022). The reviewed literature also suggests that supervisor-subordinate relationships, supervisors' actions, and supervisors' expressions would result in emotional experiences at work. For example, when employees have poor supervisor-subordinate relationships, they may experience anger (Newton & Perlow, 2021). In spite of this, negative emotions in workers can be reliably predicted by supervisor actions such as frequent participation in CWB-O (Reynolds Kueny et al., 2020). Similarly, a narcissistic leader can induce malicious envy in subordinates (Braun et al., 2018). While abusive supervision significantly provokes negative emotions such as anger (Wang & Xiao, 2021). Meanwhile, emotional contagion between supervisors and subordinates may be a predictor of emotional experience, as evidenced by the finding that supervisors' contempt, anger, and disgust (CAD) elicited subordinates' CAD (Li et al., 2019).

- **Job stressors**

There are various sources of job stressors that trigger employees' emotions at work. For example, stressors such as a heavy workload can reduce employees' happiness (Thompson & Bruk-Lee, 2021). Further, negative emotions in employees can be triggered by hindrance stressors that create barriers to their success (Zhang et al., 2018). Along these lines, Schilbach et al. (2020) discovered that evaluating the appraisal of the workday as unchallenging, hindering, and threatening positively related to negative affect. Note that negative emotions at work can also be influenced by role stressors such as role ambiguity, role conflict, and role overload (Zhang et al., 2019). Moreover, the burden of performing illegal work each day is another source of stress in the workplace, which often manifests as evening anger (Zhou et al., 2018).

- **Dispositional attribution**

Despite the external factors, individual factors such as dispositional attribution seem to predict employees' affective states at work. Personality traits such as agreeableness, conscientiousness (Dalal et al., 2020), and psychopathy (Schilbach et al., 2020) are said to be a predictor of negative affect. Ghadi (2018), on the other hand, discovered that neuroticism and conscientiousness strongly predicted workplace envy. Besides that, implicit aggressiveness was found to be significantly correlated with higher levels of anger (Ružojčić et al., 2021).

Additionally, emotions in the workplace can also stem from one's sense of personal quality. As an illustration, although some research has shown the benefits of perceived overqualification (POQ), an inspection by Andel et al. (2022) revealed that POQ was positively



related to anger and boredom. Furthermore, proactive behaviour that is merely perceived as desirable can make employees irritable (Pingel et al., 2019). Similarly, OCB, also known as positive behaviour, can lead to emotional fatigue (Xu et al., 2021). In contrast, the use of signature strengths, particularly happiness-strengths, can lead to more positive feelings (Littman-Ovadia et al., 2017).

On the other hand, research shows that a decline in employees' personal well-being can lead to an increase in negative emotions like unhappiness (Soroya et al., 2022). Further, employees' negative emotions can be greatly exacerbated by mental exhaustion (Dahling, 2017), and high activation of negative emotions is associated with a prevention focus (Lin & Johnson, 2018).

### **The affective states that predict CWB**

Two (2) main themes emerged from the thematic analysis of 38 selected articles: (1) Negative Affect and (2) Positive Affect. These two (2) themes further produced seven (7) sub-themes. As a result, two (2) themes and seven (7) sub-themes answered SLR research question 2, "Which affective states predict CWB?". The themes and sub-themes of the selected studies are clarified in the following section.

#### **▪ Broad negative affect**

The direct effect of negative affect on CWB can be observed through pieces of empirical evidence. For example, Lin and Johnson (2018) found that negative emotions' high activation is positively linked to deviant behaviour and withdrawal. Likewise, Krishnakumar et al. (2017) revealed that employees with a high degree of job negative affect and low emotional intelligence showed the highest levels of CWB. Moreover, negative emotions with a high activation level are associated with deviant behaviour and withdrawal (Lin & Johnson, 2018).

Despite the direct effect, mostly negative affect was found to be a mediator between eliciting events and CWBs. According to Zhang et al. (2019), negative affect mediated the associations between the CWB and the three (3) aspects of role stressors. Role ambiguity was most prominently associated with CWB, followed by role conflict, and role overload. Based on the experience sampling study of customer interactional injustice, Dahling (2017) found negative emotions mediate the transaction-level connection between mental exhaustion and deviance from display rules. In addition, experienced patient incivility is indirectly associated with intensified future incivility toward patients due to increased negative emotions (Thomas et al., 2022).

Besides, negative affect mediated the moderating (intensifying) impact of “task-performance-focused situational strength” on the personality traits (agreeableness and conscientiousness, but not emotional stability) and CWB relationship (Dalal et al., 2020). Likewise, the relationship between employee secondary psychopathy and CWB-I via appraisal and negative affect was significant for assessing work as unchallenging, hindering, and threatening (Schilbach et al., 2020).

Further, the investigation by Reynolds Kueny et al. (2020) discovered that employees’ lower (vs. higher) negative cognitive judgment, as a result of infrequent (vs. very frequent) supervisor CWB-O, will predict lower (vs. higher) negative emotions and a subsequent reduce (vs. increase) in intentions to participate in CWB. Besides, daily abusive supervision significantly affected daily deviance directed at the organisation, coworkers, supervisors, and customers. Obviously, that daily negative emotions mediated these relationships. An additional study indicates that the indirect impact of daily abusive supervision on deviance directed to the organisation, coworkers, and customers mostly occurs through general negative emotions (nervousness and distress) (Wang & Xiao, 2021).

On the other hand, perceptions of unfairness and negative emotions mediated the impact of malicious envy (vs. benign envy) on the tendency to enact CWB (Navarro-Carrillo et al., 2018). Besides that, cyber social issues like cyberaggression exhibited indirect effects on victims’ CWB-O through serial mediations of negative emotion and rumination, respectively (Richard et al., 2020). Another study disclosed that negative emotions carry the spiralling effect of family incivility toward workplace incivility (Naeem et al., 2020).

Despite the obvious mediating effect of negative affect, it is surprising that the indirect effect of prevention focus on deviant behaviours via high activation of negative emotions was not statistically significant (Lin & Johnson, 2018). Moreover, an increase in negative affect outside of work had no effect on CWB the following day (Qu et al., 2021). This is in line with De Longis et al. (2022), who discovered that the experience of negative emotions has no positive lagged relationship with CWB. Specifically, their statistical analysis indicated that the previous negative emotional states to present CWB were not statistically significant. They further claimed that employees who displayed a high level of negative emotions did not indicate an increase in CWB for the next measurement occasion.

- **Discrete negative emotions**

### **Anger**

In addition to broad negative affect, discrete negative emotions emerged as a predictor of CWB, either directly or indirectly. According to Paciello et al. (2019), configurations

indicative behavioural issues (e.g., CWB) were marked by anger. In a prior study, Fida et al. (2018) discovered that sadness is only associated with health symptoms, whereas anger is related to health and misbehaviour. Another important finding is that CWBs cause anger when workers are confronted with unfair events (Barclay & Kiefer, 2019). Meanwhile, another study revealed that disappointment had a significant and positive link with work withdrawal, whereas regret did not. Besides, the relative importance analysis also suggests that regret and disappointment did not significantly differ in their relations with CWBs (Howard & Smith, 2021).

In addition, the majority of the studies pointed to anger as a key mediator in the affective experiences-CWB relationships. For example, Andel et al. (2022) revealed that anger mediated the relationship between perceived overqualification (POQ) and abuse. Furthermore, the moderated mediation analysis showed that proactivity increased irritation when the external drive for proactivity was high. Irritability was then linked to higher degrees of withdrawal (Pingel et al., 2019). Another result showed that within individuals, daily illegitimate tasks positively predicted next-day CWB, and the relationship was mediated by daily end-of-work anger (Zhou et al., 2018).

Further, Wang and Xiao (2021) claimed that the indirect effect of daily abusive supervision on daily supervisor-directed deviance mainly occurs due to anger. Anger in another study mediated the relationship between lower quality leader-member relations and CWB (Newton & Perlow, 2021). In addition, the indirect effect of supervisors' contempt, anger, and disgust (CAD) on subordinates' CWBs worked through subordinates' CAD (Li et al., 2019).

Additionally, Jahanzeb et al. (2020) asserted that workplace bullying spurs interpersonal and organisational deviance because it prompts feelings of anger in employees. Further, the indirect effect of implicit aggressiveness on workplace anger through self-reported CWBs was also significant (Ružojčić et al., 2021). Despite that, organisational politics perceptions were positively related to hostility (classified as anger) and CWB. It appears that hostility mediated the relationships between perceptions of organisational politics (POP) and CWB-O and CWB-I (Meisler et al., 2020).

On the other hand, Griep and Vantilborgh (2018) disclosed that an accumulation of psychological contract breach (PCB) over 10 weeks was positively related to intensifying violation feelings and significantly related to an escalating number of enacting CWB-O over time. Subsequently, Griep et al. (2020) discovered that both volunteers and paid employees experienced feelings of violation when perceiving PCB and engaged in CWB-O. In a later

study, Griep et al. (2022) found that PCB was linked positively with feelings of violation, which significantly influenced CWB-O and CWB-S over time.

### **Boredom**

Boredom is described as a state of low alertness and dissatisfaction caused by a lack of environmental stimulation. According to the current study, boredom is one of the negative discrete emotions that positively influence CWB. A case in point is when someone is overqualified. According to the empirical findings, boredom significantly mediated the association between cyberloafing and perceived overqualification (Andel et al., 2022).

### **Fear**

According to Paciello et al. (2019), fear is felt when people believe that a circumstance is putting them and their own life goals at risk. One interesting finding is that fear-characterised configurations show health-related and behavioural problems, including CWB. In line with discrete emotions literature, sadness is only associated with health symptoms, whereas fear is associated with both health and misbehaviour (Fida et al., 2018).

### **Loneliness**

The COVID-19 pandemic has prompted a shift from in-person to remote work, resulting in feelings of loneliness. Given this situation, Becker et al. (2022) hypothesised that there would be indirect effects of work-related loneliness through emotional exhaustion on minor CWB, depression, and insomnia. However, they only found support for the indirect effect of work-related loneliness through emotional fatigue on depression, but not CWB or insomnia.

### **Envy**

Envy is a pattern of negative emotions that results in CWB. As an illustration, the results from the multiple-regression analysis revealed that the three (3) hypothesised antecedents (i.e., neuroticism, conscientiousness, and perceived competitiveness) significantly predict workplace envy. Further, workplace envy significantly predicts CWB (Ghadi, 2018). In addition, leader narcissism is positively related to followers' malicious envy, mediating the positive relationship between leader narcissism and supervisor-targeted CWB (Braun et al., 2018).

## **Fatigue**

Fatigue is a cognitive and emotional state characterised by feeling worn out, tired, or tense. According to the findings of the empirical investigation, citizenship fatigue mediated the link between organisational citizenship behaviour (OCB) and CWB. This mediating impact is stronger in settings of low perceived organisational support (POS) than in conditions of high POS (Xu et al., 2021). Experienced patient incivility, on the other hand, is associated with increased future incivility toward patients via higher compassion fatigue (Thomas et al., 2022).

### ▪ **Broad positive affect**

Although there is a lack of empirical evidence, positive affect has been shown to have a significant impact on CWB. According to Littman-Ovadia et al. (2017), when each work-related result was evaluated separately, positive affect mediated the link between strengths use (i.e., signature-strengths, lowest strengths, and happiness strengths-use) and all work-related results, including CWBs. However, when the three (3) types of strengths were examined together, positive affect mediated the effects of lowest strengths use and happiness strengths use, but not the impacts of using signature strengths. Meanwhile, according to Lan et al. (2021), when positive affect is higher than negative affect, it could lead to a lower level of CWB. Another interesting finding is that the shift in positive affect outside work did not buffer the shift in negative affect outside work-CWB relations the next day (Qu et al., 2021).

### ▪ **Discrete positive emotions**

## **Happiness**

General well-being, representing employees' perceptions of their current mental state comprising happiness, anxiety, and depression, negatively impacted CWB. In contrast, feelings of unhappiness are positively related to CWB (Soroya et al., 2022). Moreover, employee happiness was found to be significantly and adversely associated with CWB levels among employees. However, high job demands decrease employee happiness, thus increasing employees' CWBs (Thompson & Bruk-Lee, 2021).

## **The underlying mechanisms between affective experiences and CWB**

Based on a thematic analysis of 38 articles, this study discovered two (2) overarching themes: (1) internal mechanism and (2) external mechanism. Results from the SLR study were used to answer research question 3, "What are the underlying mechanisms between affective experiences and CWB?". The following section elaborates on the common threads running through these representative studies.

- **Internal mechanism**

Given the weight that emotions have on CWB, researchers have paid close attention to the mechanisms that can weaken the connection between the two. The reviewed evidence reveals that internal mechanisms involving personal attributions strongly influence the link between affective experiences and CWB. For example, Griep et al. (2022) have examined employees' blame attribution. They found that organisational and supervisor blame attributions moderated the link between PCB and CWB-O and CWB-S, respectively, via violation feelings. Meanwhile, the work reported by Jahanzeb et al. (2020) indicates that the link between workplace bullying and deviant behaviour through anger is stronger among employees with high neuroticism levels. Whilst Zhang et al. (2019) revealed that proactive personality moderated the relationships between role ambiguity and negative affect, role conflict, and negative affect, and negative affect and CWB, but not the relationship between role overload and negative affect. Furthermore, negative feelings and deviance from the display rules relationship were mitigated by the dedication to the display rules (Dahling, 2017). Likewise, Andel et al. (2022) revealed that the indirect effect of task crafting on the POQ-cyberloafing relationship is lower (vs. stronger) when task crafting levels are higher (vs. lower).

On the other hand, employees' cognitive ability appears to have an impact on CWB participation. Emotional intelligence, for instance, attenuated the negative affect and CWB relationship (Krishnakumar et al., 2017). Besides, the direct positive relationship between experienced family incivility and negative emotions, as well as the indirect association between behavioural workplace incivility, was reduced by self-efficacy for emotional regulation (Naeem et al., 2020). Further, according to the study by De Longis et al. (2022), the link between negative emotions and counterproductive behaviour on the job was strengthened by the inertia of negative emotions. Meanwhile, Newton and Perlow (2021) found some support for the moderating influence of self-control on the relationship between negative emotions and CWB.

- **External mechanism**

In addition, the external mechanism, which includes environmental and situational factors, has been shown to have a profound impact on the affective experience-CWB relationship. As an illustration, (Zhang et al., 2018) revealed that higher levels of learning, but not relaxation, attenuated the link between hindrance stressors and negative emotions, as well as the indirect link between hindrance stressors and deviant behaviour at work, which is mediated by negative emotions. Besides, Xu et al. (2021) discovered that the mediating effect of citizenship fatigue in the U-shaped curve between OCB and CWB is attenuated by POS. When POS is low, this mediating effect is more potent than when it's high. Further, Pingel et

al. (2019) discovered that proactive behaviour indirectly affected withdrawal behaviour via irritability when the external motivation for proactive behaviour was high. On the contrary, Zhou et al. (2018) demonstrate that daily time pressure weakened the association between daily illegitimate tasks and end-of-work anger, such that the relationship was higher when daily time pressure was high.

On the other hand, a leader's representativeness of the team, also known as leader prototypicality, has shown a moderating effect on the indirect relationship between supervisors' contempt, anger, and disgust (CAD) on subordinates' CWBs via subordinates' CAD, such that the positive indirect effect is higher when leader prototypicality is high (as opposed to low) (Li et al., 2019). Another moderation analysis reveals that instrumental climate significantly moderates the association between negative emotions and deviant behaviour directed at customers and coworkers. When it comes to the link between negative emotions and deviant aimed at the organisation, a supervisor, or a coworker, a caring climate acts as a crucial moderator (Wang & Xiao, 2021). Meanwhile, a study by Dalal et al. (2020) shows that the impact of personality traits on CWB is attenuated by CWB-focused situational strength. They further discovered moderating (i.e., intensifying) effect of task-performance-focused situational strength on the personality traits (agreeableness and conscientiousness) and CWB relationship mediated by negative affect. Notwithstanding, when CWB-focused situational strength was high, the negative link between negative affect and CWB (CWB-O or CWB-I) was stronger.

## CONCLUSION

Based on the findings of the systematic review, it is clear that there are some key areas that have been neglected by the academic community. Firstly, concerning the affective states predictors, it appears that most of the recent CWB studies heavily focus on the situational factors involving unpleasant treatment, unpleasant attitudes of others, job stressors, and individual factors (i.e., dispositional attribution). However, the dispositional attribution is said to be worth examining for new personnel selection purposes but not for reducing the CWB phenomena among existing employees (Mercado et al., 2018). This implies that situational factors are crucial in predicting employees' affective states and CWB at work. Unfortunately, the topic of various work events has received a paucity of research. Even though AET has been used as a theoretical foundation in the past, most studies have narrowed their attention to a single event on the job, such as workplace bullying (Jahanzeb et al., 2020), supervisor conduct (CWB) (Reynolds Kueny et al., 2020), and abusive supervision (Wang & Xiao, 2021). Given that various work events have been hypothesised and empirically shown to be the proximal

causes of emotional experiences and CWB (Weiss & Cropanzano, 1996; Matta et al., 2014), it is crucial to advance the investigation of work events that precede emotional reactions and CWB at work.

Secondly, based on the current review, broad negative affect and anger are the most frequent affective states that have been studied. Whereas broad positive affect and other discrete emotions, including envy, fatigue, fear, boredom, loneliness, and happiness, have received little attention from researchers. Despite the lack of study, positive emotions were found to have strong direct and indirect links to CWB (Littman-Ovadia et al., 2017; Lan et al., 2021). Although negative affect is more influential in defining the CWB prevalence at work. It appears that positive affect also plays a significant role in addressing this dysfunctional behaviour (Lan et al., 2021). Given this situation, it can be noted that despite the effort to address negative affect, the role of positive affect should not be side-lined to lessen the effect of affective experiences on CWB. Additionally, the empirical evidence supports the notion that both negative and positive emotions significantly influenced CWB through positive and negative interaction. Apparently, broad affect entails various discrete emotions, and the impact of these emotions is not identical to one another. They carry different implications on CWB dimensions (Andel et al., 2022; Pingel et al., 2019). Therefore, understanding the influence of each discrete emotion might be useful in addressing this dysfunctional behaviour.

Thirdly, it becomes clear from analysing the buffering mechanism that there are two (2) primary elements investigated. Personal attributions such as personality (Zhang et al., 2019; Jahanzeb et al., 2020), judgment (Griep et al., 2022), effort (Dahling, 2017; Andel et al., 2022), and cognitive ability (Krishnakumar et al., 2017; Naeem et al., 2020; Newton & Perlow, 2021; De Longis et al., 2022) have been investigated by researchers interested in the internal mechanism. Due to the persistent features and biased impacts of personality on employee behaviour (Weiss & Cropanzano, 1996), it is important to consider factors that influence employees' judgment, effort, and cognitive ability. Additionally, the mechanisms that control human emotions and actions, such as religiosity, may be the subject of further study in the future.

Despite the individual factor, environmental and situational factors also had moderating effects on the affective experience-CWB association. The environmental cues (Zhang et al., 2018; Pingel et al., 2019; Dalal et al., 2020; Wang & Xiao, 2021; Xu et al., 2021) and situational cues (Zhou et al., 2018; Li et al., 2019) appear to influence affective experiences-CWB significantly. As a result, it is critical to conduct additional research into both environmental and situational factors that elevate employees' positive sentiments at work. Moreover, these



factors appear to influence employees' dispositional attributions (e.g., Pingel et al., 2019), which have been identified as significant predictors of employees' affective states and CWB at work.

To sum up, the primary purpose of this systematic review is to contribute to the body of knowledge on the topic of affective experiences and the CWB phenomenon. The pertinent academic studies conducted over the years were carefully screened, selected, and evaluated. This analysis compiled data on relevant studies to determine what regions were examined, when they were published, what research designs were employed, which journals they were published in, and what variables were measured. In addition, future research will be guided by the identified research gaps in affective experiences and CWB literature. Although this study met its primary objective, this study is not excluded from its downsides.

Firstly, this study solely included empirical studies based on two (2) databases (Scopus and Web of Science) to provide scholars with an overview of recent investigations as a foundation for future research. Secondly, this review is limited by the fact that it only considered articles written in English. Third, this investigation focused solely on scholarly journal articles and did not take into account other types of scholarly output, such as conference proceedings, books, book chapters, unpublished work, etc. This may be another reason why some crucial research on the topic of affective experiences and CWB has been ignored. As a result, this study encourages future researchers to build upon and refine the results of this study using additional data and approaches. Despite the flaws, the results of this study emphasise the importance of systematic reviews in furthering our understanding of affective experiences-CWB relationships.

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