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BROKEN WINDOWS EFFECT IN ORGANIZATIONS: A FOCUS ON COUNTERPRODUCTIVE WORK BEHAVIORS THAT LEAD TO EMPLOYEE BURNOUT AND EMPLOYEE TURNOVER AND SOLUTIONS

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Abstract

This study mainly focuses on the employee behaviors which are dealt with the counterproductive work behavior (CWB) that jeopardizes the legitimate interests of an organization by leading to two major negative outcomes in the end, such as higher levels of employee turnover and employee burnout. CWBs not only harm the individuals in organizations or customers but also lead to huge hidden costs for the organization such as affecting the organizational and individual performance in a negative way, hampering to reach organizational goals and the loss of organizational reputation. Hence, since CWBs cover harmful behaviors that violate the norms for appropriate behavior in organizations, if they are overlooked or the necessary precautions aren't taken at the beginning, just like within the perspective of the broken windows theory, they become bigger and bigger problems that are hard to solve in organizations. To sum up, in this study, the CWBs that are the antecedents of employee burnout and employee turnover will be outlined and in the conclusion section, the solutions and the recommendations will be made in order to reduce the negative effects of CWBs in organizations.

Keywords: Counterproductive Work Behavior, Employee Turnover, Employee Burnout

Örgütlerde Kırık Camlar Etkisi: İşgören Tükenmişliği ve İşgören Devrine Yol Açan Üretkenlik Karşıtı İş Davranışlarına Yönelik Bir Araştırma ve Çözümlemeler

Öz

Bu çalışma üretkenlik karşıtı iş davranışına karşılık gelen ve nihayetinde bir örgütün meşru menfaatlerini tehlikeye atan iki önemli olumsuz çıktı olan yüksek düzeylerdeki işgören devri ve işgören tükenmişliğine yol açan işgören davranışlarına odaklanmaktadır. Üretkenlik karşıtı iş davranışları (ÜKİD) yalnızca örgütlerdeki bireylere veya müşterilere zararı dokunmaz, aynı zamanda örgütsel ve bireysel performansları olumsuz etkilemesinin yanı sıra örgütsel hedeflere ulaşmayı engelleme ve kurumsal itibar kaybolması gibi gizli yüklü miktarlarda zarara yol açar. Bu yüzden, ÜKİD örgütlerdeki uygun davranış normlarını çiğneyen zararlı davranışları kapsadığından, eğer dikkate alınmazlar ve ilk başlarda onlara karşı gerekli tedbirler alınmazsa, tıpkı kırık camlar teorisindeki gibi, üstesinden gelinmesi çok zor olan daha büyük sorunlar haline gelirler. Özetle, bu çalışmada işgören devri ve işgören tükenmişliğinin öncülleri olan ÜKİD irdelenecek ve sonuç bölümünde bu davranışların örgütlerdeki olumsuz etkilerinin azaltılmasıyla ilgili çözüm önerilerinde bulunulacaktır.

Anahtar Kelimeler: Üretkenlik Karşıtı İş Davranışı, İş Gören Devri, İş Gören Tükenmişliği

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INTRODUCTION

This conceptual research study aims to highlight the consequences and predictors of counterproductive work behaviors (CWBs) which are the main antecedents of the employee burnout and employee turnover in organizations within the concept of the broken windows theory. The effects of counterproductive behaviors are detrimental to an organization because they are harmful, potentially destructive, toxic acts that hurt employees and undermine the goals and the interests of organizations. For instance, employee burnout and employee turnover are real burden for the management and the organization itself but they are all outcomes of the overlooked or unstopped CWBs at the beginning because uncivil behaviors, unfair treatment at work or unmanageable workload gradually result in emotional exhaustion of the employees and lead to higher levels of intention to leave in the end. Subsequently, as CWBs are so common in organizations (Barbaranelli et al., 2013: 235) and lead to various hidden threats which may jeopardize the workflow and hinder management team from reaching organizational goals, these types of intentional, unacceptable and unwanted behaviors often attract scholarly enquiries. Therefore, this study aims to fill the gap in the literature dealing with the CWBs which put organizations in danger insidiously and undermine the organizational culture and reputation as well.

Initially, this article provides a conceptual framework on CWBs through the broken windows theory and it was first coined by social scientists James Wilson and George Kelling in 1982 referring on earlier research by Stanford University psychologist Philip Zimbardo, maintains that whether it is a rich or poor neighborhood, one broken window in a building would soon lead to many more windows being broken because it is perceived as one unrepaired broken window is a signal that no one cares, and so breaking more windows costs nothing. Plus, it also points out that the abandoned places incite a feeling of lack of control, ownership and care in people and this leads to further crimes if it is not fixed and controlled promptly. To sum up, the broken windows are a metaphor for any visible sign of disorder in an environment that is neglected and this may include small crimes, acts of vandalism, drunken or disorderly conduct, etc. and being forced to confront minor problems can heavily influence how people feel about their environment, essentially their sense of safety. Additionally, even a single instance of disorder (the metaphorical "broken window") can spark a chain reaction of community decline if it is not fixed immediately (Gau and Pratt, 2010: 758; Weil, 2012: 1). To be more precise, CWBs are generally defined as the behaviors directed towards other members of the organization with the intention of hurting them through threats, gossiping or favoritism, irritating, nasty comments, sexual harassment or workplace bullying and ridicule, or by damaging the individuals' performance at workplace (González-Navarro et al., 2018: 2).

From the point of the broken windows theory, if necessary, pre-emptive actions aren't taken against uncivil, unwanted behaviors and actions in organizations, then they might become more serious problems among employees and if they feel that they are mistreated by their colleagues and it is overlooked by the management, then, it may show a domino effect and they begin to get back at someone

who has treated them unfairly and the situation will become worse. That is to say, just like in the broken windows theory, one single broken window is equal to some minor reckless, abusing acts among employees, if they remain not intervened properly or anything isn't done to stop them, they might turn into CWBs and finally cause chaotic problems in organizations. In addition, Zahoor et al. (2019) argued in their study that CWBs can be observed as deviant, detrimental behaviors that are continuously increasing day by day among employees and it has been stated that experienced incivility stimulates victims to reciprocate to perpetrators and begin to engage in deviant and CWBs at work as well. Consequently, there are many facts that affect the performance and productivity of the employees as well such as love affairs, financial problems, family and friend circumstances, home environment, personal attributes and characteristics but some interpersonal issues or organizational constraints, work related stress may lead to destructive outcomes such as CBWs that lead to unrest at workplaces. For example, when employees perceive unfair and unethical procedures and treatment, procedural injustice from the management such as including fairness and lack of transparency overpay and promotion decisions then they may become so stressful, irritated and frustrated that they may engage in aggressive behaviors against other individuals in organizations or to customers. So, in this study, the theoretical framework on CBWs will be formed and outlined and its major outcomes, employee burnout and employee turnover will be focused on and in the conclusion section the solutions and recommendations will be made in order to reduce the negative effects of employee burnout and employee turnover.

## 1. COUNTERPRODUCTIVE WORK BEHAVIOR (CWB): ITS ANTECEDENTS AND EFFECTS

Previous studies have tried to assess the relative influence of predictors and outcomes of CWBs in organizations which deteriorate organizational functioning and harmful to organizations and detrimental to individual, collective performance and productivity. So, in this section, the main antecedents and consequences of the CWBs will be outlined depending on the definitions, conceptual framework and the findings in the previous researches to fill the gap in the literature.

1.1. Major Antecedents and Effects of CWBs

In 2020s, the world has encountered huge technological changes and these changes have profound effects nearly all over the world, especially in business world. The production techniques have also changed a lot and the expectations of the customers have varied vastly. Due to huge advancements in business world, organizations now face stiff competition and new working styles now. Therefore, management has become more vital since humane factor is still very important fact in organizations. Employees' wellbeing has come forward since it is very important to reach organizational goals, especially in 21st century through new global business demands because the more the employees' wellbeing is increased, the more they will be productive, satisfied with their job and committed to their work. Unfortunately, work related issues or individuals' unwanted personal traits

often disrupt their wellbeing, and they lead to misfits and CWBs in the organizations. The predictors of CWBs in organizations may vary and they usually depend on the work stressors and organizational constraints and sometimes, they originate from the personality of the depressed, unhappy employees who are dealt with their mental health, especially depending on psychological deficiencies. Whatsoever, CWBs include reciprocal uncivil, abusing behaviors in organizations and lead to conflicts with co-workers, managers or employers in the end.
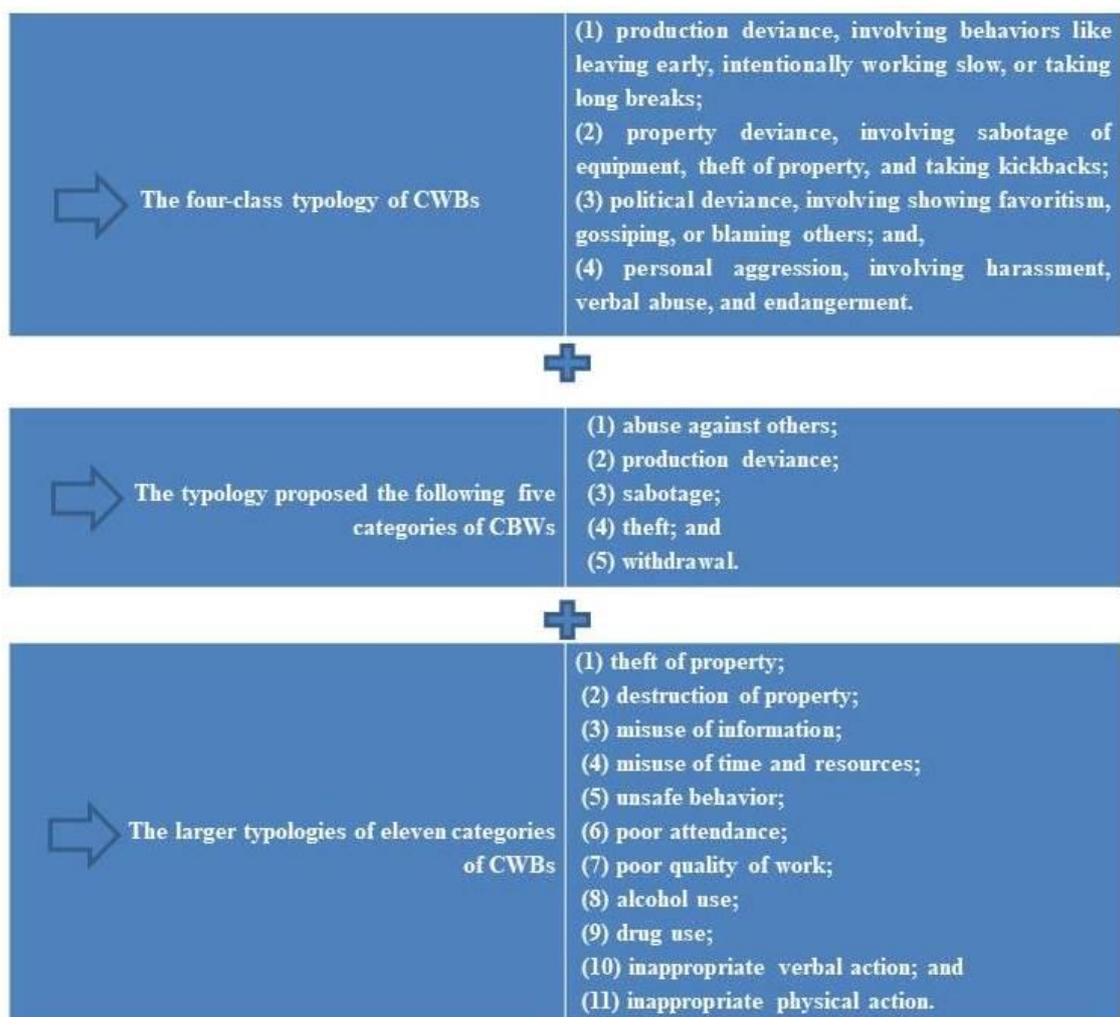
To begin with, CBWs are defined as a set of voluntary detrimental behaviors that violate organizational norms and threatens the well-being of its members and organization at all. They are significantly morally discrediting work behaviors that can distract employees and detract from their results and lead to moral deficits, create distress for perpetrators and even result in insomnia for both the victim and the perpetrator. These behaviors cover intentional violation of norms by the employees at the workplace to give harm to the individuals or organization or both and the perpetrators usually lack the motivation of adapting the normative expectations of the social context or they tend to violate the expectations and because they think that they have been abused by someone in organization and they often seek for tit for tat, so they feel they are entitled to accuse or act against anybody in the organization (Khokhar and Rehman, 2017: 229; Yuan et al, 2019: 383). Furthermore, CWBs simply paralyze organizational functioning and deteriorate workflow in organizations but it is important to understand that what causes CWBs in organizations. Chernyak-Hai et al. (2014) mentioned in their study that CWBs are "dysfunctional" since they violate essential organizational norms, disrupts employees' morale and hinder organizations dealing with their goals, employees, procedures, productivity, and profitability. So, it has been argued that the psychological antecedents of CWBs must be found out well first. Hence, the motivational roots of such behaviors mainly depend on the employees' personal traits and cognitive abilities, organizational stressors and constraints, work stressors such as difficult work conditions, harsh supervision, role ambiguity, role and interpersonal conflicts. Apart from them, CWBs are also associated with dissatisfied, depressed employees who tend to engage in theft behavior or sabotage, showing interpersonal aggressive, hostile behaviors or complaining all the time. Figure 1 displays the individual, personality traits and organizational or work-related predictors of the CBWs:
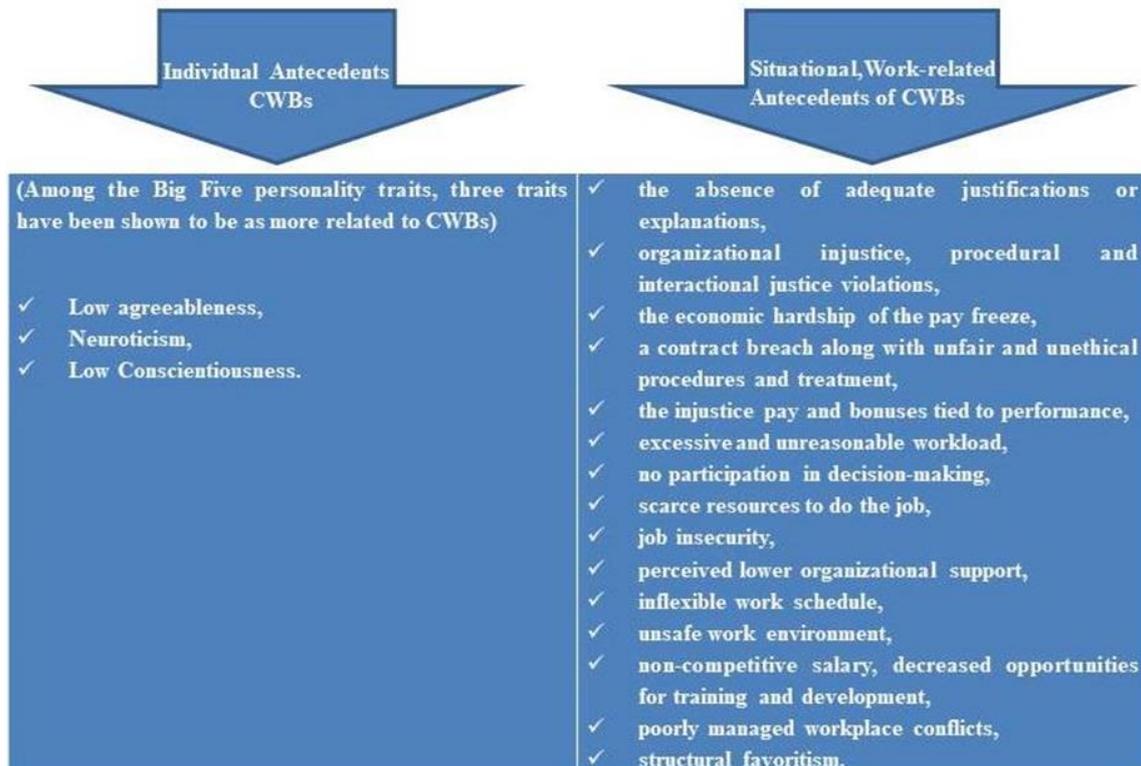
Figure 1. The Individual and Situational, Work-Related Antecedents of CBWs

Source: (Oliveira et al., 2020: 5-17; Kickul, 2001:289-295).

Instone (2012) also argued in her study that CWBs are intentional unacceptable behaviors that have negative consequences to an organization and the employees and they can be listed as theft, tardiness, calling in sick when you're not sick, fraud, sexual harassment, violent acts, substance abuse, and digital loafing or inappropriate use of the internet in organizations. It has also been mentioned CWBs range in severity levels from minor offences such as stealing a pen to serious offences such as defalcating millions from an organization and they can be observed at either the interpersonal level or at an organizational level. Kelloway et al. (2010) stated in their paper that the CWBs come in many different forms and there are different ways to conceptualize CWBs according the previous researches and they often tried to focus on typologies of CWBs and the variety of behaviors that are regarded as CWBs has led to some studies by researchers to form a classification and create coherent typology of CWBs and these typologies are used to identify and classify CWBs in organizations Figure 2 shows three main typologies of CWBs that have been divided into the following categories:

	(1) production deviance, involving behaviors like leaving early, intentionally working slow, or taking long breaks; (2) property deviance, involving sabotage of equipment, theft of property, and taking kickbacks; (3) political deviance, involving showing favoritism, gossiping, or blaming others; and, (4) personal aggression, involving harassment, verbal abuse, and endangerment.
➡ The four-class typology of CWBs	

➕

	(1) abuse against others; (2) production deviance; (3) sabotage; (4) theft; and (5) withdrawal.
➡ The typology proposed the following five categories of CBWs	

➕

	(1) theft of property; (2) destruction of property; (3) misuse of information; (4) misuse of time and resources; (5) unsafe behavior; (6) poor attendance; (7) poor quality of work; (8) alcohol use; (9) drug use; (10) inappropriate verbal action; and (11) inappropriate physical action.
➡ The larger typologies of eleven categories of CWBs	

**Figure 2. The Common Typologies of CWBs That Fall into Three Main Groups**

Source: (Robinson and Bennett, 1995: 555-572; Bayram et al., 2009:180-188; Gruys and Sackett, 2003: 30-33).

What is more, as for the outcomes of CWBs, they are often correlated with organizational misbehaviors, workplace deviance and aggression and antisocial behaviors that all have rather negative effects on organizations, their members and stakeholders and these behaviors usually lead to hidden costs to organizations as well. For instance, unauthorized web surfing at workplaces costs organizations an estimated £300 million per year in lost productivity in the world. Additionally, high job demands, task difficulty, role conflict, role ambiguity, workload, and interpersonal conflict are the main reasons of the CWBs, and they all lead to workplace aggressive behaviors, theft, and uncivil behaviors in organizations and finally they cause employee burnout and higher employee turnover rates (Chen et al, 2017: 2). Moreover, Li and Chen (2018) emphasized in their study that CWBs mainly fall into two groups regarding the target as the first one, aimed at individual members of the organization and the second aimed at the organization itself and it has also mentioned that CWBs cause huge financial losses to organizations, for example, in the United States, 33–75% of employees engage in different kinds of CWBs that lead to losses of 1 trillion dollars each year. These kinds of behaviors and the amounts they

caused are theft, 120 billion dollars, workplace aggression, violence 4,2 billion dollars, and fraudulent activities more than 900 billion dollars in total. Lu and Gursoy (2016) also maintained in their study that CWBs that include the role ambiguity and conflict, violence, poor management and communication, insulting others, demanding customers, rudeness, low job autonomy, excessive work load, aggression, and task characteristics that are the antecedents of employee burnout which is dealt with emotional exhaustion, depersonalization, and reduced personal accomplishment in organizations and mainly depend on the disengagement and emotional exhaustion feeling of the employees in organizations. In addition to this, Xiong and Wen (2020) emphasized in their study that one of the major outcomes of CWBs, employee turnover has a negative effect on organizational productivity and efficiency and it has also been underlined that there is a positive correlation between employee turnover and conflicts within the workplace, toxic work environment and employee theft dealing with the CBWs.

1.2. The Main Models of CWBs

First, as CWBs come in many different forms, various dimensions of CWB have been identified and outlined in the literature. Hence, since CWBs involve divergent constructs ranging from petty ones to the large scales which may lead to business bankruptcy, majority of studies in the literature attempt to analyze common, important dimensions of CWBs. For example, Bashir et al. (2012) mentioned four main categories of CWBs in order to define the common dimensions of CWBs which are production deviance, property deviance, political deviance and personal aggression and then these dimensions have been studied in further sub-divided categories such as wasting organizational resources, accepting kickbacks, favoritism and verbal abuse. In addition, Gruys and Sackett (2003) conducted a research to investigate the models of CWBs by examining the relationships between various and categorized the CWBs as theft and related behaviors, destruction of property, misuse of information, misuse of time and resources, unsafe behaviors, poor attendance, poor quality work, alcohol or drug use and inappropriate physical actions. In addition to this, Figure 3 monitors the main modals of CWBs at interpersonal and the organizational levels which are commonly exhibited in organizations:
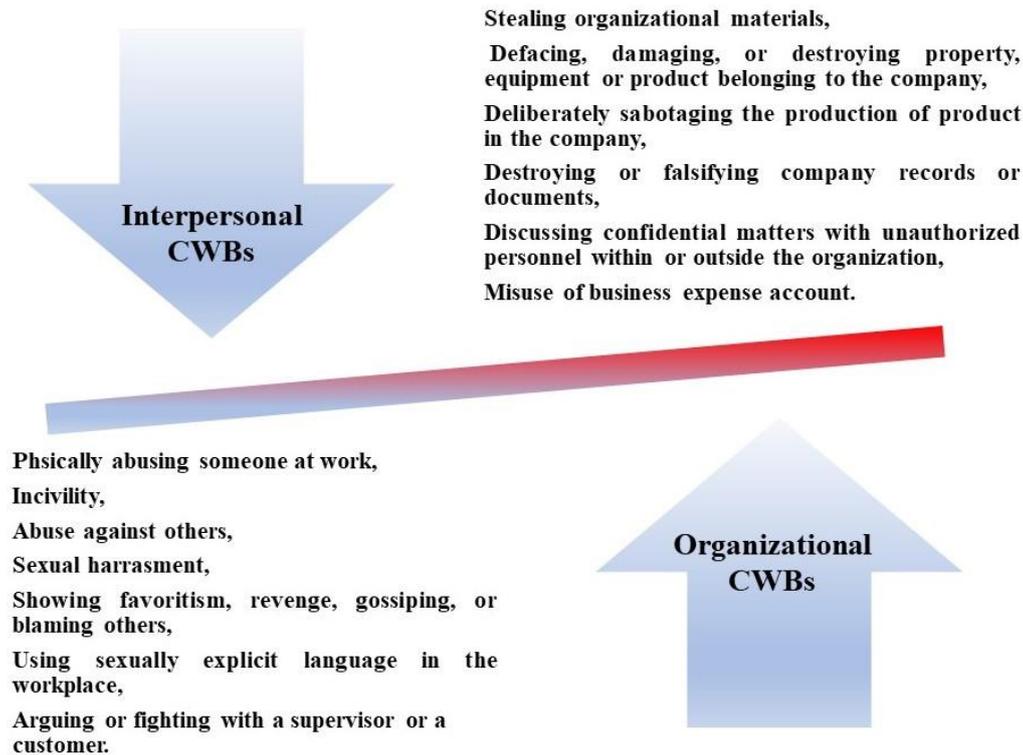
Figure 3. The Two Main Models of CWBS and Common Attributed Behaviors

Source: (Marcus et al. 2016:205-207; Ho, 2012:468-470).

Furthermore, Sypniewska (2020) also pointed out one of the most well-known model of CWB which consists of the following five dimensions:

1) Abuse against others – physical and psychological aggression directed against coworkers, for example, threats, disparaging comments, ignoring others,

2) Production deviance – purposeful deviation from or neglect of the standard in fulfilling one's responsibilities,

3) Sabotage – purposefully destroying or damaging the organization's property,

4) Theft – stealing the organization's and/or coworkers' property, together with a potential aggressive reaction intended to harm the organization,

5) Withdrawal – limiting time spent at work to levels below the required norm, for example, through unexcused absences, leaving work early, taking breaks above the allowed time limit, or late arrivals. This model has also been empirically verified in numerous studies.

In conclusion, according to Deshong et al. (2015), apart from that interpersonal CWBs hurt another individual physically or emotionally whereas organizational CWBs decrease the productivity of the company more directly, they destabilize the organizational dynamics that result in hampering overall worker productivity in which it plays a decisive role in establishing a competitive advantage in the

market and ensuring long-term organizational success and CWBs also lead to billions of dollars lost world wide per year.
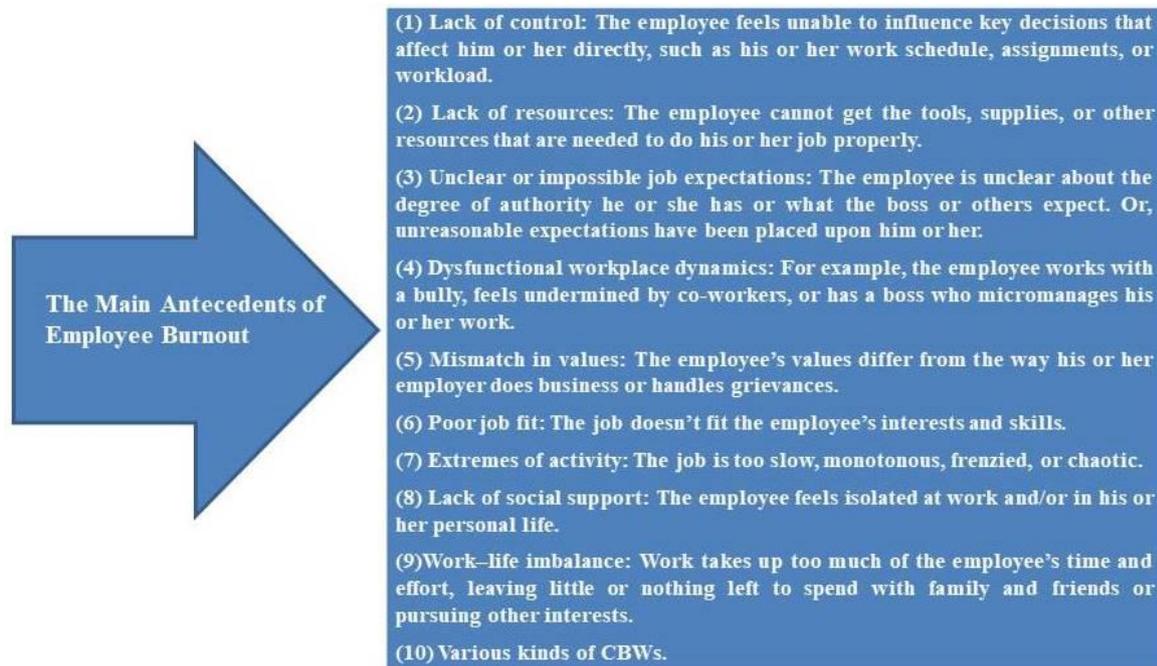
2. EMPLOYEE BURNOUT

Employee burnout is one of the most negative facts of the working environment because it absorbs energy of the employee who feels it deeply. CBWs are just like energy vampire behaviors that drain the positivity of employees and they can even affect customers, stakeholders in the end. It's true that employee burnout is mainly dealt with overwhelming stress which is often caused by CWBs at workplaces which surely grows from day to day and employees who feel burnout are usually unable to muster any enthusiasm or motivation for their jobs, feeling a lack of personal accomplishment and finally they experience a lack of pleasure in what they do in organizations. Da Hills (2018) stated in her article that the term employee burnout was first coined in 1974 by Herbert Freudenberger in his book, "Burnout: The High Cost of High Achievement" and it has been defined as "the extinction of motivation, enthusiasm or incentive, especially where employee's devotion to a cause or relationship is unable to achieve the desired goals". It has also been argued that being over ambitious about reaching desired outcomes or extreme commitment to the job often lead employees neglecting their own needs and they are overwhelmed by their ambition in the end, so they begin to experience burnout. In her article, it has been mentioned that employee burnout can easily been observed in organizations in three main groups as:

1) Exhaustion: It is dealt with the feelings of energy depletion or exhaustion of the employees. Employees are emotionally exhausted, unable to cope, they usually feel tired, feel drained and down and they often have low energy.

2) Cynicism/less identification with the job: Employees feel self-estranged from their work, their production, and other employees and everything becomes harder and harder each day for them so they lose interest in why they are working and it leads to decrease in their productivity and causing them to alienate themselves from co-workers.

3) Inefficacy, feelings of reduced professional ability and capacity: Employees feel negative about jobs, feel like they work but they do make no difference and they often have difficulty on concentrating their tasks and usually lack creativity that lead to reduced performance so they are worried and doubtful about their capabilities or the value of what they are doing or contributing to the organization. In sum, they feel like they are not reaching their goals.

Day et al. (2017) also mentioned in their study employee burnout is a psychological syndrome of emotional exhaustion, cynicism, for example employees having a negative, cynical attitude about their jobs and lower professional efficacy that is to say that employees usually consider their task accomplishments in a negative way and all of these are the main outcomes of CWBs in organizations. Additionally, Figure 4 shows the main antecedents of employee burnout in organizations:

(1) Lack of control: The employee feels unable to influence key decisions that affect him or her directly, such as his or her work schedule, assignments, or workload.

(2) Lack of resources: The employee cannot get the tools, supplies, or other resources that are needed to do his or her job properly.

(3) Unclear or impossible job expectations: The employee is unclear about the degree of authority he or she has or what the boss or others expect. Or, unreasonable expectations have been placed upon him or her.

(4) Dysfunctional workplace dynamics: For example, the employee works with a bully, feels undermined by co-workers, or has a boss who micromanages his or her work.

(5) Mismatch in values: The employee's values differ from the way his or her employer does business or handles grievances.

(6) Poor job fit: The job doesn't fit the employee's interests and skills.

(7) Extremes of activity: The job is too slow, monotonous, frenzied, or chaotic.

(8) Lack of social support: The employee feels isolated at work and/or in his or her personal life.

(9) Work–life imbalance: Work takes up too much of the employee's time and effort, leaving little or nothing left to spend with family and friends or pursuing other interests.

(10) Various kinds of CBWs.

Figure 4: The Main Antecedents of Employee Burnout in Organizations

Source: (Da HiLLs, 2018:87-88).

As for the outcomes of employee burnout, Avtgis et al. (2007) have found out in their study that when employees experience employee burnout, they become more callous about talking about the dissatisfaction about their jobs, and employees experiencing burnout hardly ever tell about their concerns to a manager and also avoid speaking up their feelings and opinions then they become pessimistic and anti-social in organizations. It has also been pointed out that a lower enthusiasm to engage in articulated conflict may also show the strained interpersonal relationships for example with co-workers and supervisors which might be related with depersonalization especially as the results of verbal aggression, kinds of humor and communicator style. Moreover, Salvagioni et al. (2017) emphasized in their study that the outcomes of employee burnout fall into two main groups as physical and psychological consequences. Some of the major physical consequences are cardiovascular diseases, obesity, hyperlipidemia, type 2 diabetes, large waist circumference, high body mass index (BMI), metabolic syndrome, hypertension, high triglycerides, low HDL cholesterol, high LDL cholesterol, and impaired fasting glucose and some of the main psychological consequences of employee burnout are insomnia, depressive symptoms and mental disorders. In conclusion, especially because of CBWs employee burnout is experienced by the employees and they cause serious occupational consequences such as physical, emotional exhaustion that lead to job dissatisfaction and absenteeism or long-term sickness absence in organizations that lead to huge financial burden for the organizations. Last but not

least, Moss (2019) concluded in her article that employee burnout is now officially recognized by the World Health Organization (WHO) since it has various effects on employee well-being and the massive associated costs for the organizations. It has also been stated that organizations which overlook CBWs, employee burnout and don't have any systems or strategies to support the wellbeing of their employees' lower productivity, and higher healthcare costs to the organizations according to the American Psychological Association (APA). Especially in high-pressure organizations, healthcare costs are 50% higher than at other ones and for example, workplace stress, which is one of the most causing effects of employee burnout, is estimated to cost just the U.S. economy more than $500 billion dollars, and, each year, 550 million workdays are lost due to stress on the job.

3. EMPLOYEE TURNOVER

To begin with, employee turnover is a major issue of organizations of all size throughout the world. Whether it is voluntary or involuntary, even based on more specific reasons why employees leave, such as the results of CWBs, poor performance and absenteeism, finally employees begin to look new jobs elsewhere or they quit. The employee turnover simply refers to the loss of talent in the workforce overtime and it consists of employee departure, including resignations, intra-agency transfers, layoffs, terminations, retirements, new location transfers, or even deaths. Kim et al. (2017) argued in their study that employee turnover can be both destructive and lead to huge financial loss for an organization especially when an employee enacts it voluntarily because voluntary employee turnover is directly deal with the individual actions depending on the membership boundary of a social system which is first started by the individual and it includes final cognitive decision-making process of voluntary turnover of the employees. Besides, involuntary turnover is the situation when an employer chooses to dismiss an employee usually because of poor job performance, engaging in toxic behaviors, stealing, disrupting other workers, using the Internet for non-work-related activities too much or drug or alcohol possession at work.

Al Mamun & Hasan (2017) also mentioned in their study that employee turnover is associated with the intention and final decision of the employees about leaving the organization for several reasons such as, toxic work environment, with the feelings overworked, lack of opportunity for growth or career development and thus, it negatively affects the organization in various negative ways so employee turnover has a destructive effect on the productivity of the organization. Cai et al. (2020) defined employee turnover as the number or percentage of employees who quit working and leave an organization and are substituted by new employees and they have also argued in their study that employee turnover is a serious problem for an organization since when experienced and skillful employees quit and leave then it leads to reduction in organization's competitiveness against others and it is mentioned that it takes a lot of time and spending organizational resources to find and employ the most appropriate replacements and so, training and integrating a new employee into the organization will also take time and result in extra expenditures and this may paralyze the pre-planned development

of the organization. Additionally, Zhu et al. (2019) maintained in their study that Human Resource Management (HRM) spends too much money and efforts in order to overcome the negative effects of employee turnover since it can be very hard to find the best alternative employees to the ones who have left the organization and higher employee turnover rate is a big problem for organizations since it's costly, time-consuming, and may totally destroy morale in the organization. Therefore, it's very important to understand the main antecedents of employee turnover in organizations. Figure 5. displays the three main predictors of employee turnover:
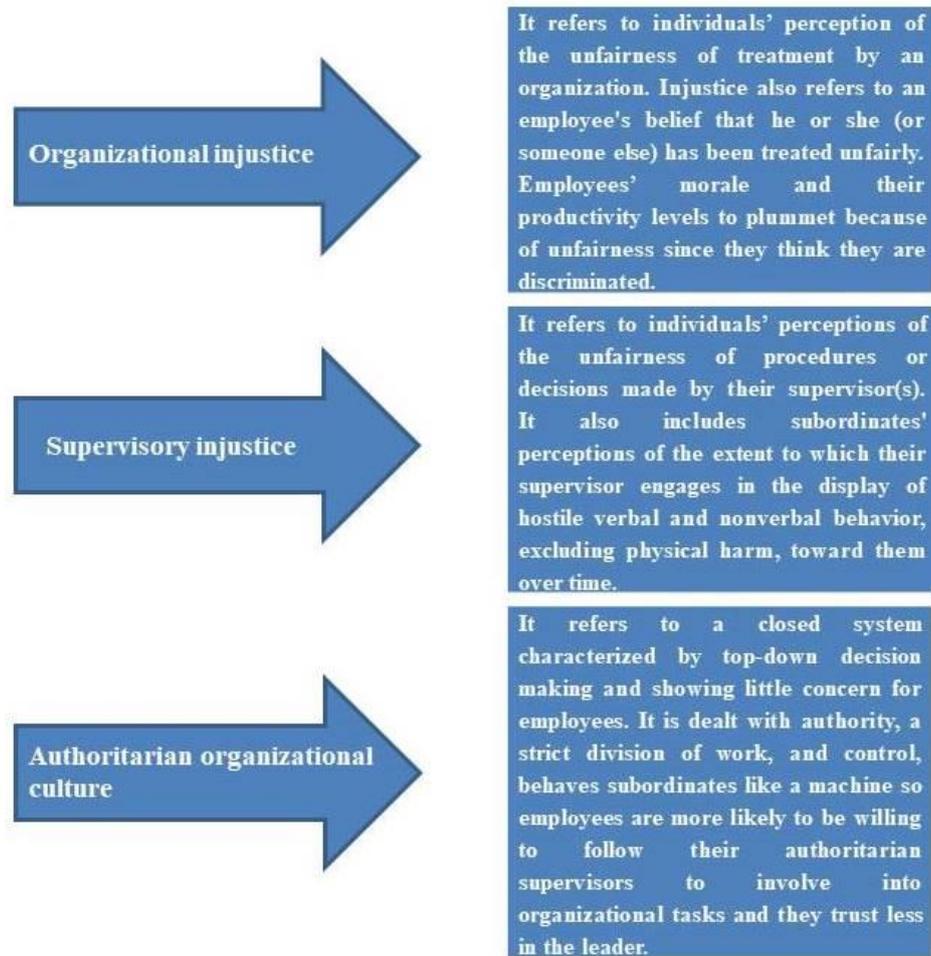
Figure 5. The Three Main Antecedents of Employee Turnover in Organization

Source: (Kim et al, 2017:309; Ambrose et al., 2002:947).

According to Han (2020), one-third of employees are estimated to quit their jobs in 2020 in the United States voluntarily and the turnover rate in various sectors ranges from 60 to 120% every year and the cost of leaving employees is really a burden for organizations. It's emphasized that some of the main reasons of employee turnover fall into three main groups as the team, like bad relationship and its effects and organizational factors like unfair compensation and other benefit policies such as unsatisfying job quality and the factors of the individual level like job dissatisfaction, work–life imbalance, personal incompetency, employee background and lower organizational commitment. Ongori (2007) found out that the sources of employee turnover are mainly combination of job related

and organizational factors such as job-related stress, toxic culture that flourishes by CBWs in organizations, lack of commitment in the organization, lack of purpose or meaning, job dissatisfaction, overwork, or a bad, abusive management.

Within the light of information given about employee turnover, it's so obvious that when employees feel that they are harshly abused by the management or coworkers, then they usually think about leaving the organization. McPhee (2020) stated that employee turnover is costly and a destructive issue that affects organizational effectiveness negatively and its main consequences of employee turnover are first it deteriorates the organization's routines that are already in place, second creates direct turnover costs, in a word, relocation costs dealing with recruitment and training new employees, third it causes indirect costs because it creates operational disruption after a skillful, experienced employee leaves and fourth, it generates demoralization of the employees remaining in the organization for example because of the loss of a popular or experienced colleague or because of the increased workload following the turnover. In conclusion, Stritch et al. (2020) emphasized that, employee turnover results in direct costs of employee turnover outcomes such as the costs of recruiting, selecting, and training new employees together with the indirect costs of employee turnover such as human capital leaving the organization, the loss of an organization's social capital embedded in employees' relationships with coworkers, impaired quality of service, social network disruption, productivity losses and a general decrease in morale and job commitment among employees who stay in the organization.

CONCLUSION AND SOLUTIONS

This conceptual study has aimed at examining the role of counterproductive work behaviors in employee burnout and employee turnover within the perspective of broken windows theory. To make it clear, employee burnout and employee turnover are the two major problems of organizational issues and they are simply is a reaction to various forms of CBWs in workplaces so, the purpose of this research is also to provide a conceptual framework about the correlation between CBWs and employee burnout and turnover and make recommendations and offer solutions about reducing the negative effects of CBWs in business organizations. Just like in the broken windows theory which is the simple demonstration of how something that is obviously overlooked can quickly become a target for vandals that result in complete destruction of the building, one single bad behavior related to CWBs might spark the successive disruptive behaviors that lead to arduous troubles in organizations. It's also associated with the workplace bad apples that spoil the barrels of good employees in organizations, that is to say; even one bad employee who has a bad attitude can infect an employee group or a department or possibly an entire organization in the end especially when the managers lose big points by not guarding or overlooking minor poisonous behaviors at the beginning. Therefore, somethings must be done in advance by taking pre-emptive actions against CBWs in order not to face bigger problems in organizations that are hard to solve. Therefore, here are some recommendations and solutions about having a more peaceful and productive organization:

Firstly, the effectiveness of an employee is usually determined by keeping the balance between being productive or counterproductive in organizations so it's important that employees should feel themselves comfortable at workplaces otherwise their motivation, satisfaction, and performance levels will be lower and dissatisfied employees often don't hesitate to engage in CBWs and, they can spread negativity and animosity among their coworkers and poison the organizations. In order to make them feel safe and comfortable at workplace, their work-life balance should be defined well, for instance, the managers should remember that they are responsible for training employees dealing with the benefits of work-life balance and if the employees are trained well about the importance of balancing their tasks with their personal life then they will never give up their personal goals, needs, and interests to grow their careers by working overtime every day or at weekends to earn a reward or promotion so there will be no reason to be so stressful and feel uncomfortable. To support this idea, Azeem and Akhtar (2014) found out in their study that work-life balance and job satisfaction are vital for developing and enhancing organizational commitment among employees and managers must be aware of it and should take required steps for developing work life balance policies to develop job satisfaction and commitment among employees. It's also mentioned that managers/supervisors should support work-life balance initiatives in organizations as well. Because assisting employees to succeed the work-life balance increases their job satisfaction so they will have more time to show interest to important sides of their personal lives, like parents, children, free time activates such as hobbies, interests that make them happier, healthier and spiritual pursuits among others.

Secondly, providing efficient communication system between employers, managers and employees in organizations is another key factor in developing well-balanced and stress-free working environment. A good communication helps people understand each other well, remove misunderstanding by creating clarity of thoughts and expression and makes relationships better in organizations and it also facilitates the flow of information and understanding between different people and departments better. Since employees always need open and transparent channels of communicating with their supervisors and managers the primary responsibility of a manager is to develop and maintain an effective communication system in the organization because communication promotes motivation by informing and clarifying the employees about the task to be done and communication is a source of information to the organizational members for joining them to decision-making process effectively. It's clear that the communication breakdown in an organization leads to frustration, loss of productivity and strained employee relations. Therefore, managers should be aware of possible barriers to communication in organizations and should analyze the causes for their occurrence and take preventive steps to avoid those barriers otherwise it's certain that communication problems lead to interpersonal conflicts and CBWs in organizations. To sum up, Tofan (2017) summarized that communication is the first spiritual tool in his socialization and the process the exchange of information, thoughts, ideas, and feelings between people so workplace conflict is usually the result of poor communication.

Thirdly, training and development programs ensure organizations having more satisfied employees with their jobs. It's so certain that employees often think of quitting or changing their jobs if their current jobs do not offer any new challenges or opportunities for progression in their career. Moreover, daily routine in the workplaces might cause feelings of boredom, dissatisfaction and negative working habits might be adopted by the employees so having planned training programs can also lead to regular re-evaluation of employees, skills, prevent workplace idleness and increase in the well-being and performance. Besides if employees think that their employers spend time and money into development and training, they think they are rewarded and appreciated and it will certainly result in higher levels of job satisfaction. As business world becomes increasingly competitive and technology is always evolving employees who want to keep up with the latest changes and try to improve themselves consider training and development programs is a gift so they will hardly ever experience employee burnout. Aguinis and Kraiger (2009) stated in their study that training and development programs cover acquisition of new knowledge or skills for purpose of personal growth of both employees and supervisors and they affect job performance and factors related to job performance positively such as improving tacit skills, innovation, communication, and other benefits such as developing the empowerment and self-efficacy of the employees.

The fourth essential fact is the promotions, rewards and recognition for high performance for the employees in organizations because if the employees think that there is equality in opportunities in their jobs and think that there are fair policies in rewards and recognition for high performance, then it will lead to high spirits among employees, boost up their morale, and form a linkage between performances and satisfaction for their jobs. It's so obvious that employees usually think of promotion which involves an increase in their income, status, rank and responsibilities which drive them most and affect their motivation and performance. Therefore, realizing and appreciating the efforts of employees to increase their performance is vital for the organizational success and rewarding the sincere efforts of the employees encourages them to do more in the future and it will lead to a positive work environment for the employees and that environment won't be a place to leave as soon as possible for them so it reduces employee turnover rates and forms a good organizational reputation. To sum up, it can easily be inferred that not only the monetary rewards are fine but also a vocal appreciation from the supervisor is also motivating enough in various situations so supervisors should also be aware of appreciating their team members verbally for significant performances and they should appreciate the outstanding individual performance in person as well. In conclusion, Edirisooriya (2014) maintained that employees usually need motivation to put extra effort on their tasks, so promotions, rewards and recognition for high performance are very important for their expectations and it has also been underlined that employee fair promotions and rewarding system inspire the employees to work harder and faster and they are more motivated to achieve their goals so work-related stress will be decreased and they might seldom engage in CBWs in organizations.

Once and for all, it's very important for the managers/supervisors to understand that the best method for overcoming the CWBs is to identify them and stop them before they begin. It must be remembered that, just like in broken windows theory, once even overlooking the less serious infractions in organizations, it may lead to more major ones that are hard to deal with so setting clear rules and expectations to prevent each type of CWBs is very essential at first sight in organizations. For example, minor infractions like being late or overhearing gossip shouldn't be shrugged off otherwise it might lead to repetition and finally causes an unproductive work environment. Therefore, it's very important to determine the organization policies about CBWs and workplace ethics rules and hearing the employees out when they hired for the first time. In this way, employees will be aware of that they will not be tolerated if they engage in CBWs at workplaces.

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