

## Abstract

Counterproductivity behaviors (CPB) are employee deviance behaviors that violate the norms and values of organizations, and bring harms to both staff and the company.

Negative reactions from supervisors and colleagues are a means to reduce CPB in the future. This paper examined the mediating effects of employees' perceived formal normative control (i.e., supervisor's reactions towards CPB) and perceived informal normative control (i.e. colleague's reactions towards CPB) on the relation between the number of staff at the workplace and CPB. One hundred and fifty-five employees participated in a self-administered questionnaire study. As hypothesized, formal normative control significantly mediated the effect of staff size at the workplace on CPB. However, the mediating effect was not found for informal normative control.