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Original Paper

Total Rewards Perception and Counterproductive Work Behavior: An Empirical Examination

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Abstract

Based on the theory of emotional cognitive evaluation and emotion regulation strategies, this study clarifies how total rewards perception affects counterproductive work behavior through cognitive evaluation and regulation of emotions. Through the questionnaire survey of 388 incumbent subjects, it is found that total rewards perception negatively affects counterproductive work behavior through challenge appraisal, and positively affects counterproductive work behavior through hindrance appraisal. In addition, cognitive reappraisal and expression suppression have a moderating effect on the mediating path. Specifically, when total rewards perception occurs, employees with high levels of cognitive reappraisal tend to conduct challenging appraisals, thereby reducing the occurrence of counterproductive work behavior; employees with high expression inhibition level tend to conduct hindrance appraisals, which in turn increases the production of counterproductive work behavior.

Keywords

total rewards perception, counterproductive work behavior, challenge appraisals, hindrance appraisals

1. Introduction

An employee's satisfaction with rewards directly affects their behavior. Counterproductive work behavior (CWB) is one of the negative behaviors of employees, which refers to behaviors that employees intentionally commit to cause harm to other members of the organization or the organization objectively (Zhang & Liu, 2009), such as abusing colleagues, slack work, etc. (Bennett & Robinson, 2000). To meet the diverse needs of employees, and enhance employee motivation, the concept of total rewards has been widely adopted. The concept of total rewards encompasses five factors: wages, benefits, work-life balance, performance and recognition, and development and career opportunities (Armstrong & Murlis,

2007). Total rewards perception (TRP) refers to employees' subjective perception of the sum of economic and non-economic compensation provided by the organization. This subjective perception of total rewards better reflects employees' satisfaction with their rewards and provides a basis for explaining subsequent behavioral attitudes (Yang & Yang, 2015).

In recent years, although some scholars have begun to introduce the concept of total rewards perception into the field of employee behavior, understanding of this concept remains limited. Most studies have focused on the positive behavioral attitudes that total rewards perception fosters in employees (e.g., Hulkko-Nyman et al., 2012; Dong & Huang, 2021), or on the impact of total rewards on employees' innovative behavior (e.g., Jin & Yang, 2023; Wang, 2022). Even when examining the negative aspects, most studies link them to turnover behavior (e.g., Tornikoski, 2011; Li, Lin, & Zhang, 2021), rather than connecting them to employees' daily negative behaviors. Current research focuses on how total rewards perception influences employee behavior through work engagement (Wang, Tang, & Yu, 2023), but lacks a perspective on employees' emotional regulation. Employees with strong emotional regulation abilities are more likely to engage in positive behaviors that benefit the organization (Wu, Weng, & Zhang, 2023).

Based on this, this paper firstly draws on Yang Junqing's definition of total rewards perception, and divides it into four aspects: perception of working conditions, perception of salary level, perception of work-life balance, and perception of development and career opportunities (Yang & Yang, 2015), and explores how they affect employees' emotional cognitive evaluation and then affect anti-productive behavior. According to social exchange theory (Siegrist, 1996) and emotional cognitive evaluation theory (Lazarus & Folkman, 1984), this study argues that when employees perceive that the current total rewards is challenging to them, they will reduce their counterproductive work behavior; when they perceive obstructive total compensation, they will increase counterproductive work behavior. Secondly, employees' self-emotional regulation ability will further clarify the boundary role of cognitive reappraisal and expression suppression in the impact of total rewards perception on counterproductive work behavior.

2. Theory and Hypotheses

2.1 Cognitive Appraisal Theory of Emotion

The basic principle of social exchange theory is to measure the benefits and costs of the exchange process under the premise of reciprocal exchange in order to make decisions that are in line with their own interests. In the workplace, when one party in the exchange relationship provides the other with the required economic or social resources, the other party will respond accordingly, such as a positive work attitude (Cropanzano & Mitchell, 2005). According to Siegrist's (1996) effort-reward imbalance model, when employees feel that the pay and return are not equal in the work process, they will perceive work pressure, which will cause employees to react emotionally. When employees' total rewards perception tends to give more than the return, the exchange process is unbalanced, and employees develop negative

emotions, which is prone to counterproductive work behavior (Samnani, Salamon, & Singh, 2014). In the workplace, employees will externalize their emotions through certain behaviors to dispel negative feelings. Counterproductive work behavior can meet this need of employees, thus relieving employees' emotions (Miner & Glomb, 2010). When employees feel that the effort and reward are equal, positive emotions will be generated and counterproductive work behavior will be reduced.

Emotional cognitive evaluation theory holds that individuals will be affected by emotional events (Lazarus & Folkman, 1984), first assessing whether it will affect the individual, and if so, whether the impact is challenging or hindering; secondly assessing whether the individual has the ability to cope and change, and finally making corresponding behaviors. Based on this theory, this paper regards employees' total rewards perception as an emotional event, and believes that when the total rewards perception occurs as an emotional event, employees will conduct challenging and hindering appraisals on them, which will then affect the generation of counterproductive work behavior. Specifically, a challenge appraisal (CA) refers to that individuals make positive judgments about emotional events, believing that the event is beneficial to their own development and gain benefits, a hindrance appraisal (HA) believes that they make negative judgments about the emotional event, believing that the event is not conducive to their own development and causes loss of benefits. When individuals face emotional events, they can make both challenging and hindering appraisals (Chen, Zhang, & Jia, 2019).

When employees receive satisfactory total compensation, it increases their job satisfaction and interpersonal fairness (Tarigan et al., 2022), and it also promotes team harmony at the team level (Yang & Wang, 2023), which contributes to employees' challenging appraisals of total rewards perceptions. Based on existing research, challenging appraisals typically lead to increased member engagement and positive emotions, thereby reducing conflict in the organization (Yu et al., 2025) and reducing the generation of counterproductive work behavior.

A hindrance appraisal is produced when one is unsure whether one's efforts will be rewarded (Crawford, LePine, & Rich, 2010). Therefore, this uncertainty causes employees to make hindrance appraisals of total rewards perceptions, increasing employee insecurity (Huang & Gursoy, 2024) and generating negative behavioral attitudes (Wei, Huang, & Zhang, 2019).

H1a: Total rewards perception negatively influences counterproductive work behavior through a challenge appraisal.

H1b: Total rewards perception positively influences counterproductive work behavior through a hindrance appraisal.

2.2 Emotion Regulation Strategies

When total rewards perception occurs as an emotional event, employees adopt effective emotion regulation strategies, of which cognitive reappraisal and expression suppression are the two most commonly used. Cognitive reappraisal (CR) refers to changing the understanding of emotional events to understand or rationalize negative emotional events in a more positive way. Expression suppression (ES) refers to inhibiting emotional expression behaviors that are about to occur or are happening (Wang &

Guo, 2003). Cognitive reappraisal helps reduce the generation of negative emotions, while expression suppression is more about suppressing positive emotions (Gross, 1999).

Cognitive reappraisal emotion regulation strategies can reduce negative emotions by reconstructing emotional events and rationalizing the interpretation of events, resulting in more positive outcomes (Mohammed, Kosonogov, & Lyusin, 2021). Employees with higher cognitive reappraisal levels are more able to deal with negative emotional events with positive coping plans, attributing the negative emotions generated by total rewards perception to their own inappropriate behavior, and prompting employees to conduct constructive attribution processing of total rewards perception from a fundamental perspective.

H2a Cognitive reappraisal enhances the positive effect of total rewards perception on challenge appraisals.

H2b Cognitive reappraisal weakens the positive effect of total rewards perception on hindrance appraisals.

Employees with higher levels of expression suppression are more likely to perceive events as threatening and hostile (Peters, Overall, & Jamieson, 2014), that is, they believe that the current total rewards system cannot achieve self-development, which increases employee insecurity (Huang & Gursoy, 2024) and makes employees make hindrance appraisals of total rewards perceptions. Due to higher levels of emotional inhibition, they are more likely to suppress their emotional expression and do not delve into the antecedents of emotional events, thus reducing employees' ability to make challenging appraisals of emotional events.

H3a: Expressive suppression weakens the positive effect of total rewards perception on challenge appraisals.

H3b: Expressive suppression enhances the positive effect of total rewards perception on hindrance appraisals.

Employees with higher levels of cognitive reappraisal reconstruct emotional events and reduce work withdrawal behavior through positive emotional self-regulation, while employees with higher levels of expression suppression avoid emotional events and deal with events by hiding their emotions. Such employees will exhibit more work withdrawal behavior (Ye, Zhang, & Yang, 2021).

H4a Cognitive reappraisal strengthens the indirect negative effect of total rewards perception on counterproductive work behavior via challenge appraisals.

H4b Cognitive reappraisal weakens the indirect positive effect of total rewards perception on counterproductive work behavior via hindrance appraisals.

H5a Expressive suppression weakens the indirect negative effect of total rewards perception on counterproductive work behavior via challenge appraisals.

H5b Expressive suppression strengthens the indirect positive effect of total rewards perception on counterproductive work behavior via hindrance appraisals.

3. Method

This paper collects research data through the questionnaire survey method, conducts a multi-stage online questionnaire survey on on-the-job employees, and finally collects a total of 388 valid questionnaire data. Among the 388 valid samples, male subjects accounted for 36.17%, female subjects accounted for 63.83%, and the age of the subjects was concentrated between 26 and 45 years old, accounting for 71.17%; the education level was mainly undergraduate, accounting for 71.17%; the working years of the company were mainly 1-3 years, accounting for 36.33%, and the employment for more than 6 years accounted for 30.83%; among the employees in the company, 53% were ordinary employees, and 47% were management (including grassroots, middle and senior).

A 7-point Likert scale was used to measure all data, with scale scores ranging from 1 ("Strongly Disagree") to 7 ("Strongly Agree").

Total rewards Perception. The scale developed by Yang Julan and Yang Junqing (2015) was used, consisting of 19 items divided into four dimensions: "Perceived Working Conditions," "Perceived Wage Levels," "Perceived Work-Life Balance," and "Perceived Development and Career Opportunities." Sample items include "Wage levels match employee skills" and "The company provides a clear future promotion ladder or path." In this study, the Cronbach's α values for the four dimensions were 0.889, 0.899, 0.917, and 0.885, respectively.

Counterproductive Work Behavior. A scale adapted for the Chinese context, developed by Yang and Diefendorff (2009), was used. It consists of 12 items divided into two dimensions: "Counterproductive Work Behavior directed at the Organization" and "Counterproductive Work Behavior directed at Individuals." Sample items include "Have you ever had verbal conflicts with a colleague(s) at work?" and "Do you have difficulty concentrating at work?" In this study, the Cronbach's α values for the two dimensions were 0.882 and 0.951, respectively.

Challenging and Hindering Appraisals. The scales developed by LePine et al. (2016) were used. The Challenging and Hindering Appraisals scales each consist of three items. Sample items include "Overall, I believe my work has contributed to my personal development" and "I feel that work demands have limited my ability to achieve personal goals and develop." In this study, the Cronbach's α values for the challenge and hindrance appraisal scales were 0.938 and 0.934, respectively.

Cognitive Reappraisal and Expression Suppression. The scales developed by Cross and John (2003) were used. Cognitive reappraisal consists of 6 items; an example item is "When I want to feel positive emotions (such as joy or happiness), I change the way I think about things." Expressive Suppression consists of 4 items; an example item is "I do not reveal my emotions." In this study, the Cronbach's α values for the Cognitive Reappraisal and Expressive Suppression scales were 0.959 and 0.950, respectively.

Control variables. With reference to existing studies (Cheng, Guo, & Luo, 2023), five demographics variables of employee's gender, age, education level, working hours and position were selected as control variables.

4. Results

In this study, the software SPSS26.0 and AMOS28 were used to perform descriptive statistics, correlation analysis, confirmative factor analysis, and structural equation modeling on the data. Table 1 shows the descriptive statistical results of each variable, reporting the mean, standard deviation, and correlation coefficients. The diagonal bold font is the square root value of AVE, and all of them are greater than the correlation between the two variables, indicating that all 10 variables have good aggregation validity and certain discrimination validity.

Table 1. Means, Standard Deviations, and Correlation Coefficients of Variables

	PAY	CON	DCO	JLB	CWBO	CWBI	CR	ES	CA	HA
PAY	**0.787**									
CON	0.781**	**0.867**								
DCO	0.751**	0.753**	**0.807**							
JLB	0.745**	0.700**	0.689**	**0.780**						
CWBO	0.098*	0.188**	0.100*	0.082*	**0.840**					
CWBI	0.013	0.095*	-0.017	-0.01	0.726**	**0.828**				
CR	-0.143**	-0.192**	-0.102*	-0.119**	-0.706**	-0.741**	**0.923**			
ES	0.316**	0.376**	0.275**	0.308**	0.478**	0.466**	-0.459**	**0.893**		
CA	-0.128**	-0.197**	-0.117**	-0.099*	-0.737**	-0.778**	0.784**	-0.573**	**0.913**	
HA	0.181**	0.267**	0.176**	0.155**	0.738**	0.781**	-0.796**	0.504**	-0.786**	**0.909**
M	4.874	5.206	4.979	4.710	2.994	2.907	4.946	3.488	4.877	3.086
SD	1.252	1.694	1.226	1.286	1.543	1.432	1.357	1.616	1.469	1.475

Note. ***indicates $p < 0.001$, ** indicates $p < 0.01$, * indicates $p < 0.05$; the bold values along the diagonal represent the square roots of the AVE.

This study conducted confirmatory factor analysis on 10 variables—perceived working conditions, perceived wage levels, perceived work-life balance, perceived development and career opportunities, deviant behavior toward the organization, deviant behavior toward individuals, challenge appraisal, hindrance appraisal, cognitive reappraisal, and expression suppression—to examine the discriminant validity of these latent variables. The results in Table 2 show that, compared with other competing models, the ten-factor model exhibits better fit indices ($\chi 2/df = 2.036$, CFI = 0.963, TLI = 0.960, SRMR = 0.0313,

RMSEA = 0.042). The composite reliability (CR) ranged from 0.877 to 0.959, and the average variance extracted (AVE) ranged from 0.608 to 0.834.

Although multistage longitudinal studies can effectively reduce the impact of common method bias (CMB), to prevent any potential effects, this study draws on previous research and employs the following methods for analysis: First, Harman's single-factor test and exploratory factor analysis revealed that the maximum factor variance was less than 40%, indicating that common method bias was not severe. Second, a common method factor was included, and a single-factor confirmatory factor analysis was conducted with all variables. The results showed that, compared to the ten-factor model, the changes in the fit indices RMSEA and SRMR did not exceed 0.05, and the changes in CFI and TFI did not exceed 0.1, indicating that common method bias did not have a significant impact on the model.

Table 2. Results of Confirmatory Factor Analysis

Model	Factors	χ^2	df	χ^2/df	NFI	CFI	RMSEA
Original	PAY;CON;DCO;JLB;CA;HA;CWBO;CWBI;CR;ES	4031.632	1763	2.036	0.93	0.963	0.042
Nine	PAY;CON;DCO;JLB;CA;HA;CWBO;CWBI;CR+ES	5141.52	1774	2.898	0.786	0.848	0.056
Eight	PAY;CON;DCO;JLB;CA;HA;CWBO;CWBI+CR+ES	5839.298	1784	3.273	0.757	0.817	0.062
seven	PAY;CON;DCO;JLB;CA;HA;CWBO+CWBI+CR+ES	6463.67	1793	3.605	0.731	0.789	0.066
six	PAY;CON;DCO;JLB;CA;HA+CWBO+CWBI+CR+ES	7571.15	1801	4.204	0.685	0.739	0.073
five	PAY;CON;DCO;JLB;CA+HA+CWBO+CWBI+CR+ES	8386.209	1808	4.638	0.651	0.703	0.078
four	PAY;CON;DCO;JLB+CA+HA+CWBO+CWBI+CR+ES	9173.488	1814	5.057	0.618	0.668	0.082
three	PAY;CON;DCO+JLB+CA+HA+CWBO+CWBI+CR+ES	9353.66	1819	5.142	0.611	0.66	0.083
two	PAY;CON+DCO+JLB+CA+HA+CWBO+CWBI+CR+ES	9938.017	1823	5.451	0.587	0.634	0.086
one	PAY+CON+DCO+JLB+CA+HA+CWBO+CWBI+CR+ES	10632.063	1826	5.823	0.558	0.602	0.09
eleven	Adding a common method factor	3531.344	1701	2.076	0.853	0.917	0.052

Note: PAY = Perceived wage level; CON = Perceived working conditions; DCO = Perceived development and career opportunities; JLB = Perceived job-life balance; CA = Challenge appraisal; HA = Hindrance appraisal; CWBO = Counterproductive Work Behavior directed at the Organization; CWBI = Counterproductive Work Behavior directed at Individuals; CR = Cognitive reappraisal; ES = Expressive suppression.

In this paper, a structural equation model was constructed using AMOS. Figure 1 presents the mediation model and its estimation results after controlling for demographic variables. Following the recommendations of Preacher and Hayes (2008), the Bootstrap method was used to test for mediation effects, with a bootstrap size of 5,000 set in this study. The test results are shown in Table 3. Perceived total rewards exerts a significant negative influence on counterproductive work behavior (IND = -0.4169, 95% CI [-0.4751, -0.3607]) through challenge appraisal, supporting H1a. Perceived total rewards exerts a significant positive effect on counterproductive work behavior (IND = 0.4600, 95% CI [0.3993, 0.5179]) through the hindrance appraisal, and H1b is supported.

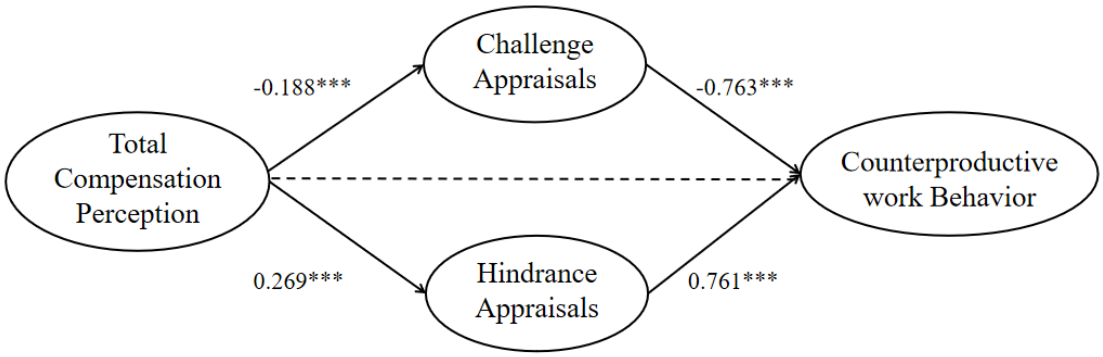

Figure 1. A Parallel Mediation Model of How Total Rewards Perception Induces Counterproductive Work Behavior

Table 3. Bootstrap Test of Mediation Effects

Path	Effect	95%CI	
		LLCI	ULCI
TRP→CA→CWB	-0.4169	-0.4751	-0.3607
TRP→HA→CWB	0.4600	0.3993	0.5179

To clarify the moderating effects of cognitive reappraisal and expression suppression, this study constructed interaction terms between total rewards perception and these moderating variables and incorporated them into the model. The results are shown in Table 4. As shown in Table 4, when the level of cognitive reappraisal is high or low, the difference in the effect of total rewards perception on challenge

appraisal is 0.4333, and neither 95% confidence interval includes 0; the effect difference of total rewards perception on challenge appraisal is -0.35, and the 95% confidence intervals for both do not include 0. Therefore, the interaction term between total rewards perception and cognitive reappraisal has a significant effect on both hindrance and challenge appraisal, and H2a and H2b are supported.

When expression inhibition levels are high and low, the difference in the effect of total rewards perception on challenge appraisal is -0.236, and the 95% confidence intervals do not include 0; The effect difference of total rewards perception on hindrance appraisal is 0.1875, and the 95% confidence intervals do not include 0. Therefore, the interaction term between total rewards perception and expression suppression has a significant effect on both hindrance and challenge appraisal, and H3a and H3b are supported.

Table 4. Test of the Moderation Effect

Moderating Variable	Path	Effect	95%CI	Result
CR	TRP→CA（+1SD）	0.1114	[0.0282,0.1946]	H2a was supported
	TRP→CA（-1SD）	-0.3219	[-0.4586,-0.1852]	
	Difference	0.4333	[0.0891,0.2285]	
	TRP→HA（+1SD）	-0.0458	[-0.1356,0.0441]	H2b was supported
	TRP→HA（-1SD）	0.3121	[0.1645,0.4598]	
	Difference	-0.3579	[-0.2065,-0.0559]	
ES	TRP→CA（+1SD）	0.0139	[0.0914,0.1193]	H3a was supported
	TRP→CA（-1SD）	0.2499	[0.0274,0.4724]	
	Difference	-0.236	[-0.2425，-0.0213]	
	TRP→HA（+1SD）	0.3784	[0.1452,0.6116]	H3b was supported
	TRP→HA（-1SD）	0.1909	[0.0805,0.3013]	
	Difference	0.1875	[0.2097,0.0221]	

To further clarify the moderating effects of cognitive reappraisal and expression suppression on each mediating path, this study conducted an analysis using the Process plugin. The results are shown in Table 5. When employees' levels of cognitive reappraisal were high, the mediating effect of challenging appraisal between total rewards perception and counterproductive work behavior was significant at the 95% confidence level, with an effect size of −0.0848; when employees' levels of cognitive reappraisal were low, the mediating effect of hindrance appraisal between total rewards perception and counterproductive work behavior was significant at the 95% confidence interval, with an effect size of 0.2185; that is, H4a and H4b were supported. When employees have high levels of expression suppression, the mediating effect of hindering appraisal between total rewards perception and

counterproductive work behavior is significant at the 95% confidence interval, with an effect size of -0.2982; When employees' levels of expression suppression are low, the mediating effect of challenge appraisal on the relationship between total rewards perception and counterproductive work behavior is significant at the 95% confidence interval, with an effect size of -0.0108; that is, H5a and H5b are supported.

Table 5. Test of Moderated Mediation Effects

Path	Moderator level	Effect	95%CI	Result
TRP→CA→CWB	High CR	-0.0848	[-0.1344,-0.0316]	H4a was supported
	Low CR	0.2421	[-0.1451,0.3367]	
	Difference	-0.3269	[-0.1682,-0.0702]	
	High ES	-0.1931	[-0.4309,0.0444]	H5a was supported
	Low ES	-0.0108	[-0.0682,-0.0489]	
	Difference	-0.1823	[-0.1427,-0.0303]	
TRP→HA→CWB	High CR	0.0338	[-0.0460,0.1115]	H4b was supported
	Low CR	0.2185	[0.0903,0.3364]	
	Difference	-0.1847	[-0.1339,-0.0010]	
	High ES	-0.2982	[-0.5596,-0.0448]	H5b was supported
	Low ES	0.1504	[-0.0889,0.2167]	
	Difference	-0.1388	[-0.2368,-0.0482]	

5. Discussion

Based on the theory of affective cognitive and the theory of affect regulation, this study focuses on total rewards perception and examines the process by which employees' judgments of emotional events, triggered by their perception of total rewards, ultimately influence their counterproductive work behavior. The study found that challenging appraisals of total rewards perceptions reduced counterproductive work behavior and hindering appraisals of total rewards perceptions increased counterproductive work behavior. The study also found a moderating effect of cognitive reappraisal and expression suppression. Specifically, cognitive reappraisal reinforces the indirect negative impact of total rewards perceptions on counterproductive work behavior through challenging appraisals; it weakens the indirect positive impact of total rewards perceptions on counterproductive work behavior through hindering appraisals. Expression suppression weakens the indirect negative impact of total rewards perceptions on counterproductive work behavior through challenging appraisals; it reinforces the indirect positive impact of total rewards perceptions on counterproductive work behavior through hindering appraisals.

5.1 Theoretical Implications

First, this paper constructs a model of the impact of total rewards perception on counterproductive work behavior, which is helpful to understand the role of total rewards more comprehensively and dialectically. In recent years, some scholars have only focused on the impact of total rewards on employees' in-role behavior, such as the impact on work engagement (Hulkko-Nyman et al., 2012), but have not clarified its impact on employees outside the role. This paper selects counterproductive work behavior, an employee's out-of-role behavior, as a dependent variable of total rewards perception, supplements existing research, deepens the understanding of the after-effect mechanism of total compensation, and provides necessary ideas for future scholars.

Second, the existing literature research on the impact of total rewards is mostly based on the perspective of positive or negative impact alone. Based on the theory of emotional cognitive evaluation, this paper finds that there is a dual path of influence of total rewards perception on counterproductive work behavior. First, total rewards perception negatively affects counterproductive work behavior through challenging appraisal; second, total rewards perception positively affects counterproductive work behavior through hindering appraisal. The study uses empirical tests to quantify the positive and negative effects of total rewards perception, and further improves the after-effects research on total rewards perception.

Thirdly, in order to further clarify the mechanism of action between total rewards perception and counterproductive work behavior, this paper introduces two emotion regulation strategies: cognitive reappraisal and expression suppression. Total rewards perception triggers positive or negative emotional responses and cognitive evaluation processes. Cognitive reappraisal and expression suppression two emotion regulation strategies often occur in daily interpersonal communication, but are rarely used to study employee behavior in organizations. Empirical studies have found that cognitive reappraisal weakens the negative impact of total rewards perception on counterproductive work behavior; expression suppression enhances the negative impact of total rewards perception on counterproductive work behavior, and the mediating role of challenging appraisal and hindering appraisal is differentially regulated by employee emotion regulation strategies. The above research conclusions enrich the study of emotional regulation process in organizational behavior, and further clarify and deepen the influence mechanism of total rewards perception on counterproductive work behavior.

5.2 Practical Implications

First, when establishing a total rewards system, enterprises should pay attention to and guide employees' perception of total rewards and the possible counterproductive work behavior that may result therefrom. Although the formation of a total rewards system is to better meet the diverse needs of employees, the personal characteristics of employees are very different, and the perception of total rewards will also vary. To avoid counterproductive work behavior caused by differences in total rewards perception, enterprises should integrate different types of opinions when formulating a total rewards system, and form a rewards system that is mostly recognized and implemented, so as to avoid the emergence of counterproductive work behavior that hinders the development of enterprises.

Secondly, the organization should actively guide and train employees to choose appropriate emotional regulation strategies. Encourage employees to reassess emotional events, encourage employees to take the initiative to share their views on events and how to deal with emotions, and guide employees to choose strategies to reduce expression suppression as much as possible. Reduce the effective circulation of hidden information due to expression suppression, resulting in communication barriers. At the same time, the organization should form an organizational atmosphere of speaking up, so that employees have the courage to share, so that employees can express themselves in time when facing emotional problems, and deal with problems in a more positive manner.

Finally, managers need to look at the problem dialectically, and the total rewards system does not only bring positive effects. To maximize the effectiveness of the rewards system, managers should pay attention to the positive impact of challenging appraisals triggered by total rewards perception on subsequent behavior, and should also avoid the adverse effects of hindering appraisals.

6. Limitations and Future Research

First of all, the data in this study comes from a multi-stage follow-up survey. Although the quality of the subjects is guaranteed to a certain extent, the data collection and empirical evidence in the form of questionnaires cannot completely ensure the causal relationship between the variables. Therefore, future studies can introduce experimental methods to verify causality and improve the internal validity of the study. Secondly, this study did not collect the industry information of the subjects, and the research can conduct more exploration on the industry information later. Finally, the impact of this study on the total rewards perception is carried out from two aspects: challenge appraisal and hindrance appraisal. Although it supplements the dual impact of the total rewards perception after-effect study, it ultimately falls only on counterproductive work behavior, and organizational citizenship behavior can be introduced later. Organizational citizenship behavior and counterproductive work behavior are two relative out-of-role behaviors of employees. After supplementation, the dual impact model of total rewards perception will be more perfect.

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