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Antecedent Counterproductive Work Behavior: Exploration in Services Industry

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Antecedent Counterproductive Work Behavior: Exploration in Services Industry

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Abstract
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Antecedent Counterproductive Work Behavior:

Exploration in Services Industry

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Keywords—counterproductive work behavior, production deviance, property deviance, personal aggression, political aggression

I. INTRODUCTION

Previous research on Counterproductive Work Behavior (counterproductive work behavior) states that CWB has only two dimensions, namely CWBo or Counterproductive Work Behavior Organizational and CWBi or Counterproductive Work Behavior Individual [1]. Knowledge of counterproductive forms of work behavior known by the leadership of the organization is useful to use as a basis in determining what actions are appropriate to overcome them [2]. Previous studies discussed a lot about the substance or the relationship between counterproductive behavioral variables and other variables in behavioral science. However, the development of constructs, and including the dimensions of the behavior, is still confusing [3]. From the results of a review conducted on the context of counterproductive behavior more often done in Western countries, even though this form of behavior also occurs in Indonesia [4]. Respondents used in previous studies were taken from one side only, namely counterproductive behavior carried out by subordinates, even though it is undeniable that leaders or superiors certainly have their form of counterproductive behavior [5].

The counterproductive behavior working in a service company is undoubtedly different from the practice working in a factory. Based on the explanation, this study will examine the dimensions of employees' counterproductive work behavior delivered from the perception of their leaders, and vice versa, namely the counterproductive behavior of leaders perceived by their subordinates [6]. Research at the construct level becomes essential before conducting a study on the substance. The results of the study expected to be used by future researchers as a reference for counterproductive work behavior, especially in Indonesia. The survey conducted by companies engaged in the service industry because the service industry, especially in Indonesia, is very lively, especially welcoming the era of the industrial revolution 4.0. The service industry expected to increase creativity and innovation as well as a continuous improvement so that it can continue to develop, grow, and be able to adapt [7].

Changes to the digitization era 4.0 can be responded positively or negatively to employees. From the negative side, sometimes found disappointment felt by someone in the workplace, for example, when all creativity is less appreciated from the leadership or organization, then triggering employees to behave counterproductive work [8]. Employee dissatisfaction with the behavior of leaders who are lacking in giving appreciation can be expressed in various forms of expression, for example, often absent, not coming on time, not heeding orders from leaders. Difficult employees to follow the changing times, then this will hamper organizational change for the better. Also, when viewed from an employee's perspective, it is not only employees who can engage in counterproductive behavior, but leaders can also perform counterproductive work behavior [9]. For example, the leadership has provided investment for large-scale change, but is used not entirely for the benefit of the organization, but included in his interests. From the description above, it is crucial to classify the perceptions of employees, both leaders and subordinates, especially employees engaged in the service industry. This classification is essential for organizations to anticipate counterproductive behavior that occurs in the company, so that companies, especially leaders, can take preventative measures. This research conducted in the service industry, the reason being that in the current 4.0 industry era, the service industry dominated, and more human resources chose the service industry than the manufacturing industry.

II. Literature Review

CWB is not a new phenomenon; this behavior has a long history, especially related to various incidents of violations at work. Counterproductive work behavior (CWB) summarizes multiple actions performed by employees that harm the organization and people in the organization [10]. CWB, as a form of deviation, is defined as "voluntary behavior (employees) that violates significant organizational norms and thus threatens the welfare of an organization, its members, or both. CWB's behavior is not only dangerous for the target but may also have negative consequences for the perpetrators themselves. Besides, effects in both directions will indicate stressful work conditions and adverse behavior [11]. For example, when someone takes company property, he will always feel guilty, and the target will also have suspicion towards the perpetrator. The loss occurs to the personal reputation of employees involved in counterproductive work behavior [12]. Attention and growing concern for this behavior also seem to be filled by various terms and definitions. Based on a literature survey of the dimensions of counterproductive work behavior, this construct has several dimensions in common, seen from 1) the purpose of the violation 2) the severity of the violation behavior, 3) the target of the violator, 4) the form of the violation committed, 5) the model of the violation operation / the styles, 6) intent/motives of violations 7) how the relationship of violations with the suitability of the task, 8) violators [13].

From the similarity of the above dimensions, the researcher only took two aspects, namely the target of the violator and the severity of the violation behavior and the violation target. The reason the researcher bases consideration through these two dimensions is because the objective is an important thing that is always someone's goal in acting. Organizations that consist of a collection of several individuals cannot denied appearing various behaviors that can be directed at the organization itself or can be at the individual level (leader) or subordinate [14]. The existence of a person in an organization also limits a person in expressing his behavior. Still, the pressure from the cognitive aspect, the problem of conflict, makes someone realize his behavior in the hardest, real, or veiled things to protect himself.

III. Methods

Subjects who followed the data analysis procedure were 50 employees (13 leaders and 37 subordinates at service companies in Jakarta). Counterproductive behavior can occur in various industries, both services, and manufacturing, but the type of behavior that emerges cannot be generalized because each activity has specific characteristics. The determination of service companies is exciting because of the tendency of the labor force to choose to work in this sector, compared to working in the upstream industry, such as factories. To get items that are a factor in counterproductive work behavior, two steps are taken.

Step 1: Bring up counterproductive behavioral items work behavior in Indonesia.

Employees asked to participate in research voluntarily. Respondents divided into two, namely: leaders and subordinates — each respondent was given a questionnaire containing the following definitions and examples of counterproductive behavior. Next, respondents asked to describe five workplace incidents, which included counterproductive work behavior. So that from 50 respondents produced 250 answers counterproductive behavior in the workplace.

Step 2: Researchers review each answer or event and select events in the form of behavior and not attitude. Attitudes in the way of opinions will delete while the rest issued for analysis. Similar answers will deleted. Furthermore, the researcher will group selected behaviors into four categories, namely counterproductive behavior aimed at someone in his organization or directed at one of the individuals in the organization. And one more practice is carried out not real/vague or openly — the information in the steps above used as the basis for conducting a Multi Dimension Scaling Technique analysis.

IV. Results

From the results of this study, 50 respondents participated; however, there were some respondents' data that omitted due to incompleteness in filling out the questionnaire. And from the results of the data that has been filtered researchers, there are 12 leaders and 19 employees who were respondents in this study. From the results of this study has a demographic character that is leaders who have male gender as many as 5 people and as many as 7 people, have an average service life of about 1-5 years, have the greatest educational history, namely Bachelor 1, the age that dominates is 31-40 years, and has an average number of employees of 1-10 employees. And demographic data of employees who have a male gender of 5 employees and 14 employees, have an average working period in the organization of about 1-5 years, have the largest educational history, namely Diploma/equivalent, and have an average age of 20-30 years.

Of the 19 employee respondents, 56 statements of counterproductive work behavior have successfully filtered, where the total number of comments should be 95 (19 people x 5 reports). Still, after filtering, only 56 statements are ready to be processed. Similarly, from the 12 respondents, the leader had obtained 60 comments, but after filtering, only 29 comments were obtained, which were ready to be processed.

If seen from the scatter plot of the first dimension on the top right, there is counterproductive behavior perceived by subordinates to their leaders. These behaviors include: Utilizing Employees not in accordance with Job description (P2); use time to play (P12); excessive influence of company owners (P31); provide excessive workload (P48); give Sara element criticism to subordinates (P1); use office assets for personal use (40); discuss confidential information (P43);

nullifying SOP rules (P49); provide equal facilities for old employees and new employees (P55); discuss shortages of employees who are not yet competent (P56, P19); ignoring employee performance (P53); in the name of employee achievement as his work (P27); present delays at work (p8); take longer lunchtime (P36).

Next, is the behavior that is often carried out by the leadership of its employees, which is located in the upper left i.e. the leader who is often absent (P51); unilateral HR policy-making only benefits the company (P44); irresponsible leadership (P50); bureaucratic processes in companies that take a long time (P32); unavailability of health insurance for employee (P30); the leader does not give a clear work order (P4); leaders play games and mobile phones while working (P37; P38); and leaders do not give awards when employees perform (P24).

Furthermore, the lower-left dimension includes a number of leadership behaviors that are considered counterproductive by their employees such as taking a sleep break while working (P14); conduct undisciplined meetings in terms of time (P20); use the company's budget but not according to plan (P26); , harass and hurt other employees (P34); making subjective policies (P21); carry out accountability but by increasing the limits beyond the real (P6); practice nepotism (P10); discuss company issues with people who do not have authority (P46); lacks creativity (p28); and have other businesses outside so that they do not focus on their work assignments (P33).

Finally, the lower right dimension of employee evaluation results on the counterproductive behavior of their leaders includes those who go outside during working hours (P41); leaders do not pay employee salaries on time (P3), defame subordinates (P17); determine independent leave times that are not in accordance with company activities (P47); leaders waste a lot of time (P9); perform personal duties in the office (P13); bring home company property (P16); run the company as they wish (P22); not responding to employee suggestions (P25); declare the work of employees as their own results (P54); do not consider employees as peer assets (P45); make other work in the office (P35); harass and hurt his employees (P42).

Based on the description of the behavior above, if it can be categorized, then the behavior of leaders who are scattered along the horizontal axis can be said to be the behavior carried out by leaders aimed at employees and their behavior is intentional so as to make employees uncomfortable working. This grouping is in accordance with the dimensions of counterproductive personal aggression behavior, as stated by [14]. For example, they are giving an excessive workload. This behavior is clearly directed by the leadership of its employees. Next to the upper left quadrant, counterproductive behavior by the leader is aimed at employees but is softer compared to the behavior found in the upper right quadrant. Researchers categorize the behaviors included in them as political aggression [14]. Examples of unclear work orders, no health insurance for employees. This behavior called political assault because there is a political intention of the leaders towards their

employees to resign immediately and can be replaced by others.

Furthermore, in the lower-left diagram, the counterproductive behavior of the leader is aimed more at the organization, or referred to as property deviance. In contrast, the lower right chart enters the production of deviance behavior [14]. Referred to as property deviance because the behavior that appears is intended to disrupt the process of running the system in the organization, such as carrying out the practice of nepotism, if this happens, then there is a possibility that relatives, friends included are not productive people so that over time can damage the productivity of the company. Conversely, production deviance tends to be behavior that destroys the organization's final goal, for example, not paying employee salaries. The picture of all counterproductive counterproductive behaviors is shown in Figure 1.

Fig. 1. Scatter plot counterproductive behavior of leaders from subordinate perception.

Next will be conveyed counterproductive behavior carried out by employees of the leadership perception. In the upper left dimension, some subordinate counterproductive behaviors are seen by superiors such as, using time to play rather than work (P3); does not carry out the standard operation procedure (P16); deliberately inaccurate at work (P19); use office facilities for personal use (P28); chatting during working hours (P29); and does not follow the leader's instructions (P5).

Counterproductive work behaviors located in the upper left include the behavior of subordinates who do not have the initiative (P26); subordinates who assign tasks to others (P12); do play activities while working (p27); make payments with your own money (P24); late attendance (P2).

Counterproductive work behaviors located in the lower left dimension include working on personal tasks in the office (P4); refuse to work overtime (p11); spreading false news (P23); lack

of initiative and innovation (P7, P10); often ask for permission (P15); does not follow the leader's order (P5); bothering other employees while working (P9); and often leave the office without permission (P22).

Finally, the behavior which is located on the lower right includes behavior such as disturbing other employees while working (p17); not come home from work yet (P20); postponing work (P21); lazy to work (P14). Based on the description above counterproductive behavior carried out by employees in the organization in the diagram above left, intended for the organization and is hard or called personal aggression, meaning that employees conduct behavior directed at coworkers or their leaders, for example not running standard operating procedures and not following orders leaders can be fatal in the production process. The diagram on the top left leads to political aggression, which is more directed to personal but not too strong, for example, leaving the task to someone else, being late. This behavior results in less than maximum company productivity. Furthermore, the diagram located on the lower left belongs to the category property deviance, interferes with the activity of activities within the organization. For example, employees who often ask for permission will disrupt organizational activities. The lower right diagram falls into the category of production deviance, that is, counterproductive behavior of employees aimed at organizations that are to disrupt the final activities of the organization, such as delaying work, this is dangerous because it can interfere with organizational activities [14]. The picture of all counterproductive counterproductive behaviors is shown in Figure 2.

Fig. 2. Scatter plot counterproductive behavior of employees from leadership perception.

V. Conclusion

This research is in the form of a conceptual study to study the construct of counterproductive work behavior that occurs in Indonesia, especially in the service industry, both conducted by leaders and subordinates. The study results found that employees' counterproductive behavior can be categorized into four dimensions, namely: production deviance, property deviance, personal aggression, political aggression, this is by the results of previous research conducted by Robinson and Bennet.

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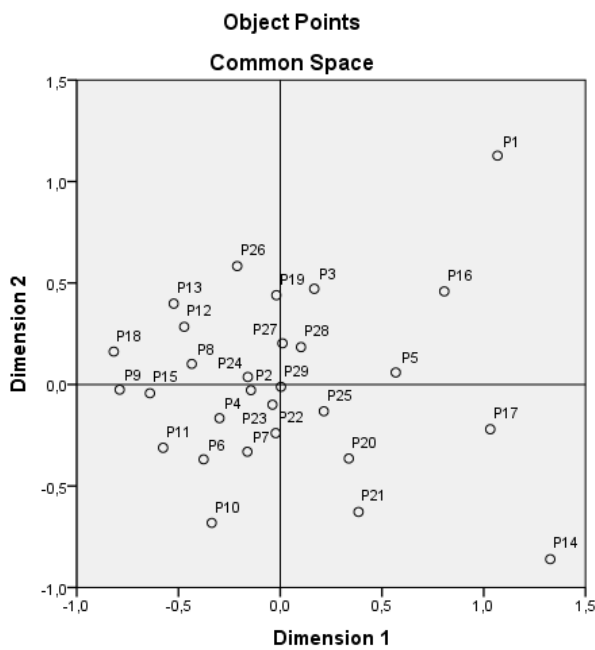
ANTECEDENT COUNTERPRODUCTIVE WORK BEHAVIOR: EXPLORATION IN SERVICES INDUSTRY

by Abs-139 Tiara, Wiwik

ANTECEDENT COUNTERPRODUCTIVE WORK BEHAVIOR: EXPLORATION IN SERVICES INDUSTRY

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Keywords: Counterproductive Work Behavior, production deviance, property deviance, personal aggression, political aggression.

Introduction

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Methods

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have an average service life of about 1-5 years, have the greatest educational history, namely Bachelor 1, the age that dominates is 31-40 years, and has an average number of employees of 1-10 employees. And demographic data of employees who have a male gender of 5 employees and 14 employees, have an average working period in the organization of about 1-5 years, have the largest educational history, namely Diploma/equivalent, and have an average age of 20-30 years.

Of the 19 employee respondents, 56 statements of counterproductive work behavior have successfully filtered, where the total number of comments should be 95 (19 people x 5 reports). Still, after filtering, only 56 statements are ready to be processed. Similarly, from the 12 respondents, the leader had obtained 60 comments, but after filtering, only 29 comments were obtained, which were ready to be processed.

If seen from the scatter plot of the first dimension on the top right, there is counterproductive behavior perceived by subordinates to their leaders. These behaviors include: Utilizing Employees not in accordance with Job description (P2); use time to play (P12); excessive influence of company owners (P31); provide excessive workload (P48); give Sara element criticism to subordinates (P1); use office assets for personal use (40); discuss confidential information (P43); nullifying SOP rules (P49); provide equal facilities for old employees and new employees (P55); discuss shortages of employees who are not yet competent (P56, P19); ignoring employee performance (P53); in the name of employee achievement as his work (P27); present delays at work (p8); take longer lunchtime (P36).

Next, is the behavior that is often carried out by the leadership of its employees, which is located in the upper left i.e. the leader who is often absent (P51); unilateral HR policy-making only benefits the company (P44); irresponsible leadership (P50); bureaucratic processes in companies that take a long time (P32); unavailability of health insurance for employee (P30); the leader does not give a clear work order (P4); leaders play games and mobile phones while working (P37; P38); and leaders do not give awards when employees perform (P24).

Furthermore, the lower-left dimension includes a number of leadership behaviors that are considered counterproductive by their employees such as taking a sleep break while working (P14); conduct undisciplined meetings in terms of time (P20); use the company's budget but not according to plan (P26); , harass and hurt other employees (P34); making subjective policies (P21); carry out accountability but by increasing the limits beyond the real (P6); practice nepotism (P10); discuss company issues with people who do not have authority (P46); lacks creativity (p28); and have other businesses outside so that they do not focus on their work assignments (P33).

Finally, the lower right dimension of employee evaluation results on the counterproductive behavior of their leaders includes those who go outside during working hours (P41); leaders do not pay employee salaries on time (P3), defame subordinates (P17); determine independent leave times that are not in accordance with company activities (P47); leaders waste a lot of time (P9); perform personal duties in the office (P13); bring home company property (P16); run the company as they wish (P22); not responding to employee suggestions (P25); declare the work of employees as their own results (P54); do not consider employees as peer assets (P45); make other work in the office (P35); harass and hurt his employees (P42).

Based on the description of the behavior above, if it can be categorized, then the behavior of leaders who are scattered along the horizontal axis can be said to be the behavior carried out by leaders aimed at employees and their behavior is intentional so as to make employees uncomfortable working. This grouping is in accordance with the dimensions of counterproductive personal aggression behavior, as stated by (14). For example, they are giving an excessive workload. This behavior is clearly directed by the leadership of its employees. Next to the upper left quadrant, counterproductive behavior by the leader is aimed at employees but is softer compared to the behavior found in the upper right quadrant. Researchers categorize the behaviors included in them as political aggression (14). Examples of unclear work orders, no health insurance for employees. This behavior called political assault because there is a political intention of the leaders towards their employees to resign immediately and can be replaced by others.

Furthermore, in the lower-left diagram, the counterproductive behavior of the leader is aimed more at the organization, or referred to as property deviance. In contrast, the lower right chart enters the production of deviance behavior (14). Referred to as property deviance because the behavior that appears is intended to disrupt the process of running the system in the organization, such as carrying out the practice of nepotism, if this happens, then there is a possibility that relatives, friends included are not productive people so that over time can damage the productivity of the company. Conversely, production deviance tends to be behavior that destroys the organization's final goal, for example, not paying employee salaries. The picture of all counterproductive counterproductive behaviors is shown in Figure 1.

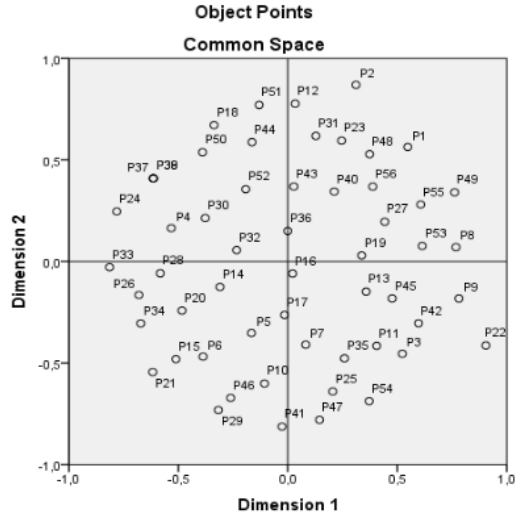**Object Points**

Common Space

Figure 1. Scatter Plot Counterproductive Behavior of Leaders from Subordinate Perception.

Next will be conveyed counterproductive behavior carried out by employees of the leadership perception. In the upper left dimension, some subordinate counterproductive behaviors are seen by superiors such as, using time to play rather than work (P3); does not carry out the standard operation procedure (P16); deliberately inaccurate at work (P 19); use office facilities for personal use (P28); chatting during working hours (P29); and does not follow the leader's instructions (P5).

Counterproductive work behaviors located in the upper left include the behavior of subordinates who do not have the initiative (P26); subordinates who assign tasks to others (P12); do play activities while working (p27); make payments with your own money (P24); late attendance (P2).

Counterproductive work behaviors located in the lower left dimension include working on personal tasks in the office (P4); refuse to work overtime (p11); spreading false news (P23); lack of initiative and innovation (P7, P10); often ask for permission (P15); does not follow the leader's order (P5); bothering other employees while working (P9); and often leave the office without permission (P22).

Finally, the behavior which is located on the lower right includes behavior such as disturbing other employees while working (p17); not come home from work yet (P20); postponing work (P21); lazy to work (P14). Based on the description above counterproductive behavior carried out by employees in the organization in the diagram above left, intended for the organization and is hard or called personal aggression, meaning that employees conduct behavior directed at coworkers or their leaders, for example not running standard operating procedures and not following orders leaders can be fatal in the production process. The diagram on the top left leads to political aggression, which is more directed to personal but not too strong, for example, leaving the task to someone else, being late. This behavior results in less than maximum company productivity. Furthermore, the diagram located on the lower left belongs to the category property deviance, interferes with the activity of activities within the organization. For example, employees who often ask for permission will disrupt organizational activities. The lower right diagram falls into the category of production deviance, that is, counterproductive behavior of employees aimed at organizations that are to disrupt the final activities of the organization, such as delaying work, this is dangerous because it can interfere with organizational activities (14). The picture of all counterproductive counterproductive behaviors is shown in Figure 2.

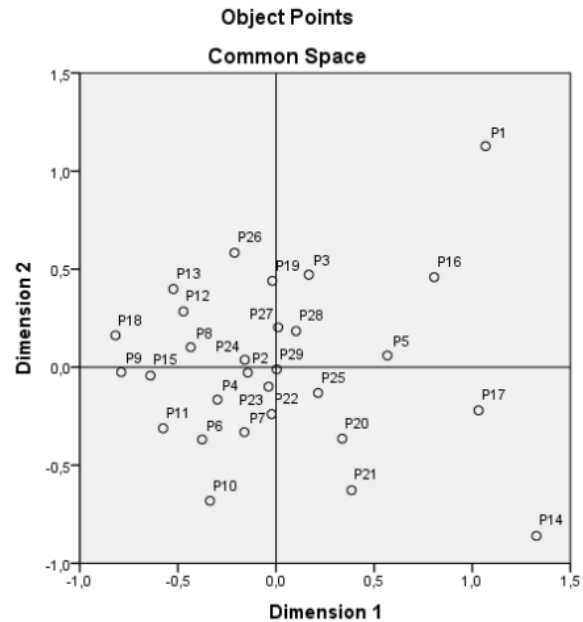**Object Points**

Common Space

Figure 2 Scatter Plot Counterproductive Behavior of Employees from Leadership Perception.

Conclusions

This research is in the form of a conceptual study to study the construct of counterproductive work behavior that occurs in Indonesia, especially in the service industry, both conducted by leaders and subordinates. The study results found that employees' counterproductive behavior can be categorized into four dimensions, namely: production deviance, property deviance, personal aggression, political aggression, this is by the results of previous research conducted by Robinson and Bennet.

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