

FACTORS AFFECTING CONTRAPRODUCTIVE BEHAVIOR TREND OF PDAM EMPLOYEES IN PADANG, WEST SUMATERA

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ABSTRACT. *The phenomenon of counterproductive behavior is not uncommon in the workplace, including private companies, BUMN/BUMD and government offices. Counterproductive behavior can have a negative impact on the long-term existence of the organization as it hinders the organization from achieving its desired goals. This study aims to identify the factors influencing the tendency of counterproductive behavior, namely narcissism, person job fit, person organizational environment fit and collective culture towards counterproductive behavior in PDAM (Municipal Water Utility Company) employees in Padang, West Sumatera. The sample used in this study was 155 respondents. The analytical method used is multiple linear regression analysis using the statistical t test. Based on the results of the study, it was found that narcissism indeed has a significant effect on counterproductive behavior tendencies. On the contrary, person job fit, individual suitability for the work environment and collective culture have no significant effect on counterproductive behavior.*

Key words: *Narcissism; person - job fit, person work environment fit, Collective Culture and Counter Productive Behavior*

INTRODUCTION

Municipal Utility Water Company (PDAM) is a public company engaged in the distribution and treatment of drinking water for the community. As a Municipality Owned Company (BUMD), it has a very important role in meeting the drinking water needs of the community and ensuring that the distributed drinking water meets the quality standards set by the government.

The annual performance of BUMD PDAM has always been the concern of the government and the community at the beginning of its establishment due to poor performance that did not meet the expected standards. Many technical and non-technical problems hinder PDAM's performance. Some of the recurring problems are suboptimal water distribution systems, poor infrastructure, substandard water quality, unresponsive staff, and unsatisfactory customer service. Local governments need to strengthen oversight and ensure that PDAMs have adequate human resources and appropriate technology to meet

community needs.
(<https://www.kompasiana.com>).

The people in the city of Padang, the capital city of West Sumatra Province, rely on PDAM for the needs of the provision of clean water. Increase in the population of the City means an increase need in the quality of life and environmental sanitation. As a result, the clean water that residents use for consumption or to carry out their daily activities is also increasing. One of the operational constraints of PDAM in Padang City is sub-optimal community service, as evidenced by the many customer complaints.

There is a phenomenon where counterproductive behavior often occurs in the workplace, including in BUMD, such as PDAM. These counterproductive behaviors include being frequently late or absent from work, taking long breaks, and browsing the Internet for non-work-related information.

The emergence of counterproductive behavior contributes to an uncomfortable working atmosphere internally. Counterproductive behavior can also be observed from the actions taken by employees at work. When an employee's behavior disturbs

or creates an uncomfortable atmosphere that affects other employees, then this behavior can be declared counterproductive (Somech & Oplatka, 2014). Basically counterproductive behavior can have a negative impact on the existence of the organization in the long run. Counterproductive behavior is not uncommon in the world of work, whether intentional or not (Susilawati, 2018).

Several previous studies examined the tendency of counterproductive behavior at work (Hanidah, 2018), (Sunargo & Hastuti, 2019), (Winurini, 2014), (Permatasari, 2020), (Kamela & Antoni 2020). Counterproductive work behavior arises because of the interaction between individual variables and the work environment. That interaction means that individual variables can influence the formation of work environment norms, conversely the work environment can also influence worker behavior.

According to research by Nugraheni & Wahyuni (2017) Counterproductive work behavior does not just appear. Narcissists are very sensitive to negative feedback or information. They perceive social life as a struggle for dominance. However, in reality many things are found that are not as expected and of course for the narcissist threaten their ego, such as a work environment that does not support the narcissist to develop their abilities and motivation. Ego threats can come in the form of negative emotions or anger. This can manifest in the form of hostility, frustration, absenteeism, decreased performance, which will lead to counterproductive work behavior (Permatasari, 2020).

Besides narcissism, counterproductive behavior can also occur due to personal conformity. According to (Luthan, 2011) personal suitability shows the ability of someone who works to be able to adapt or adjust to other individuals who are around him. When the adjustment process can be carried out well, other individuals around them will accept it in the form of friendship, cooperation until the emergence of family values. As a result, every individual who works will feel comfortable, so it can reduce counterproductive behavior. The opposite

condition will occur when an individual is unable to adjust to other individuals around him, then the behavior that appears is competition to conflict which triggers counterproductive behavior.

The emergence of counterproductive behavior in every working individual is also influenced by collectivist culture. According to (Gibson et al, 2009) collectivist culture shows an attitude of working together, shoulder to shoulder and feeling to be an important part of the organization. Collectivist culture is a noble form of organizational culture and tends to be maintained by every company, bearing in mind that in a collectivist culture the values that are maintained are the values of togetherness and cooperation in achieving one goal desired by the organization (Gibson et al, 2009) Therefore, collectivist culture can have a negative effect on counterproductive behavior. The higher the level of togetherness and the value of cooperation that is instilled at work will encourage reduced counterproductive behavior in employees.

The emergence of counterproductive behavior in every working individual is also influenced by collectivist culture. Collectivist culture shows an attitude of working together, shoulder to shoulder and feeling like an important part of the organization. Collectivist culture is a noble form of organizational culture and tends to be maintained by every company, bearing in mind that in a collectivist culture the values that are maintained are the values of togetherness and cooperation in achieving one goal desired by the organization. Therefore, collectivist culture can have a negative effect on counterproductive behavior. The higher the level of togetherness and the value of cooperation that is instilled at work will encourage reduced counterproductive behavior in employees.

This study chose variables used by previous studies. Where the variables narcissism, person job fit, person organization fit and collectivist culture are factors influencing the tendency of counterproductive behavior. The purpose of this study is to analyze and prove empirically the factors that influence the tendency of counterproductive

behavior, namely narcissism, person job fit, person organization fit, and collectivist culture among PDAM employees in Padang.

Hypothesis Development

According to Grijalva et al (2015) Narcissistic behavior is revealed to be related to individual behavior to attract the attention of others with the aim of obtaining praise or increasing one's prestige value. The higher the frequency of individual narcissistic behavior, the more it will further encourage counterproductive behavior. Feelings of envy and jealousy arising from narcissism shown by an employee will trigger various detrimental actions to the organization such as loss of cohesiveness for employees, hostility to employee conflicts which will actually reduce employee performance individually.

H1 : Narcissism has a positive effect on the tendency of counterproductive behavior in PDAM Padang City employees.

Klotz & Gavin, (2013) found that person job fit has a negative effect on counterproductive behavior. The better the adjustment felt by employees with the field of work they are responsible for, the more variety of positive behaviors, such as morale, work motivation to form a high work ethic take place.

As a result, the tendency of employees to engage in deviant behavior that destroys the atmosphere and harmony at work decreases. The selection process to the orientation and placement of employees is an important point that encourages person job fit, so as to reduce the formation of counterproductive behavior.

Sunargo & Hastuti (2019) found that person job fit has a negative effect on counterproductive behavior within the organization. The suitability or match between the employee's personality and his work will manifest a variety of positive behaviors such as motivation, enthusiasm, and a high sense of responsibility to complete tasks and responsibilities. As a result, the process of adapting appropriate behavior between employees and work will encourage reduced

employee intention to carry out counterproductive behavior within the organization. Based on the description of the theory and a number of previous research results, a hypothesis is proposed to be proven, namely:

H2 : Person job fit has a negative effect on the tendency of counterproductive behavior in PDAM Padang City employees.

Klotz & Gavin, (2013) found that the suitability of employee behavior with the organizational environment is able to create harmony and a strong bond of cooperation at work which is characterized by mutual respect, and mutual respect until the emergence of organizational citizenship behavior at work. The behavior that appears encourages high cohesiveness at work, as a result employees feel comfortable thereby reducing the employee's desire to perform a number of counterproductive actions within the employee at work. Thus, it can be concluded that the suitability of employees with organizational culture has a negative effect on counterproductive behavior in employees. Based on the description of the theory and previous research, a hypothesis is proposed to be proven, namely:

H3 : Individual suitability with the organizational environment has a negative effect on the tendency of counterproductive behavior in Padang City PDAM employees.

Grijalva et al (2015) found that collectivist culture is a strong feeling of togetherness within employees so that it encourages the creation of a harmonious and dynamic atmosphere within employees thereby reducing the desire of employees to carry out counterproductive behavior. In accordance with the results of previous studies, it can be concluded that a hypothesis is:

H4 : Collectivist culture has a negative effect on the tendency of counterproductive behavior in PDAM Padang City employees.

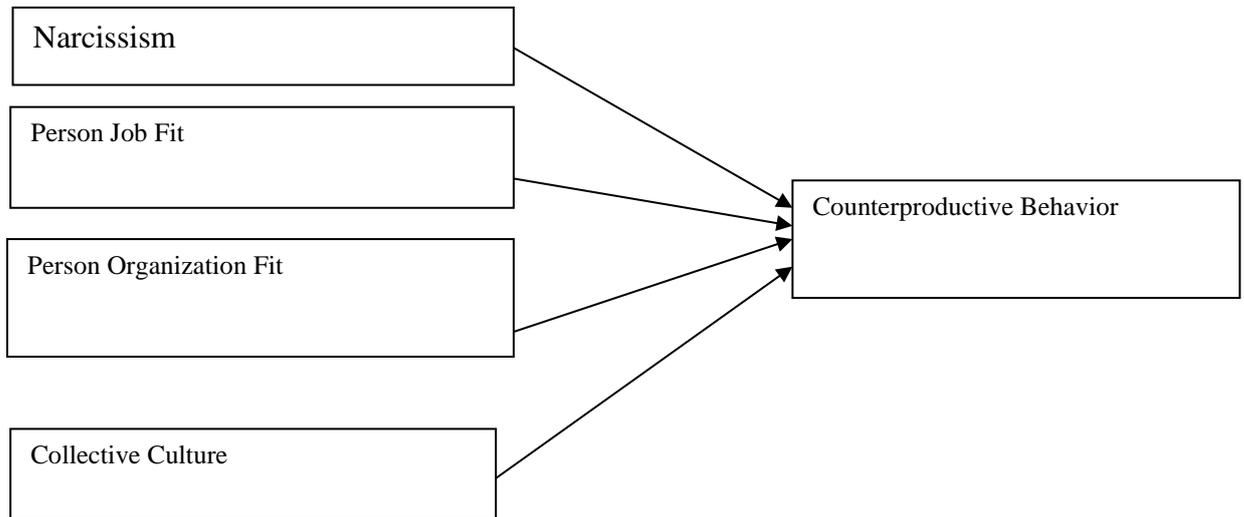


Figure 1. Conceptual Framework Model

RESEARCH METHODOLOGY

Population and Sample

The population of this research is all employees of PDAM Padang, totaling 263 people. To determine the sample size, the slovin formula is used (Cooper, 2016). In accordance with Slovin's calculations, the total sample size was identified as 155 employees of PDAM Kota Padang. The method used in taking samples is purposive sampling method. In general, the criteria used include:

1. Padang PDAM employees with non-contract permanent employee status.
2. Employees PDAM Padang who have worked for more than 3 years.

Operational Definition and Variable Measurement

Counterproductive Behavior

According to (Luthan, 2011) counterproductive behavior is an action shown by individuals working in an organization that does not make a positive contribution to the organization. In this study, the observed counterproductive behavior is behavior that reduces performance or is unproductive and does not contribute positively to the organization.

Narcissism

According to (Nugraheni & Wahyuni, 2017) narcissism is behavior exhibited by individuals considering themselves higher than other people, where other people around them do not have abilities or wealth beyond themselves. In measuring narcissism, two indicators are used, namely independent self-construal and interdependent self-construal.

Person job Fit

According to (Robbins, 2014) personal suitability for work shows a harmony between the self-competencies possessed by employees and the work that will be the responsibility of employees. In measuring personal compatibility with work, indicators adopted from (Afsar & Badir, 2017)) are used, namely the suitability of work with education or employee knowledge, as well as work suitability with employee experience.

Person Organization Fit

According to (Robbins, 2014) personal suitability with the organizational environment indicates a match between the values contained in the employee's personality and various parties around the organization. In measuring personal suitability with the organizational environment, indicators adopted from (Afsar &

Badir, 2017) namely discipline, togetherness, respect and honesty at work.

Collective Culture

According to (Zohar & Hofmann, 2012) collective culture is a habit to maintain harmony and togetherness at work. In working life, collectivism and individualism are social phenomena that often exist but are usually not realized by the individuals in them even though they do. Aside from being a social being that cannot be separated from involvement with other people, humans are created as individual beings. Under certain conditions, a person will act collectively but at other times he or she looks so individualistic (Carty & Shrum, 2001).

Data Analysis Techniques

In conducting statistical tests in this study using the analytical method:

Multiple Linear Regression Analysis

In this research model the regression analysis used is multiple which can be made into the general form of multiple linear regression equations, namely:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Dimana:

Y	=	Counterproductive Behavior
a	=	Constanta
b	=	Coefisien Regression
X ₁	=	Narcissism
X ₂	=	Person job fit
X ₃	=	Person Organization Fit
X ₄	=	Collective Culture
e	=	Error Term

Hypothesis Test (t test)

To determine the effect of narcissism, person job fit, individual fit with the organization, and collective culture on counterproductive behavior tendencies, a statistical t test was used.

RESULT

Respondent Profile

Based on the results of the study, the profiles of the respondents were obtained as follows:

Table. 1 Profile of Respondents Hypothesis Test (t test)

Profile	Quantity	Persentase
Gender		
Male	99	63.87
Female	56	36.13
Age (year)		
27 – 30	12	7.74
31 – 35	25	16.13
36 – 40	25	16.13
41 – 45	26	16.77
46 – 50	18	11.61
51 – 55	45	29.03
> 55	4	2.58
Average		43.38 years old
Education		
Middle School	66	42.58
D3 / Diploma	14	9.03
S1/ Undergrad	72	46.45
S2/ Graduale	3	1.94
Job Title		
Manager of PDAM cooperative	1	0.64
Executive Officer	59	38.06
Operational Staff	41	26.45
Administration Department	2	1.29
Administration Staff	9	5.81
Profile		
Head of Division	15	9.68
Head of subsection	9	5.81
Machine Operator	3	1.93
Coordinator	5	3.22
Work Duration (year)		
5 – 10	60	38.71
11 – 15	21	13.55
16 – 20	24	15.48
21 – 25	28	18.06
26 – 30	20	12.90
> 30	4	2.58
Average		16.27
Marital Status		
Married	149	96.13
Single	6	3.87
Total	155	100

Source: processing data (2023)

Based on the results the questionnaire distribution, the majority of respondents participating in this study were 99 male and 56 women. Based on the age level, most of the Padang City PDAM employees are aged between 51 and 55 years old, as many as 56 respondents. Based on the level of education, most of the respondents had formal education at the undergraduate level (S1) as many as 72 people. The survey results also revealed that 66 respondents had formal education at the Middle school level, and 14 of D3 (diploma) education, while respondents with a formal education level

equivalent to a Masters degree have the the fewest number, 3 respondents.

Based on their position, most of the respondents had positions in the implementing division, 59 people, the second group of respondents were those who held positions as operational staff, while the respondents with the least number were in the position of head of the PDAM Human Resources cooperative, namely only 1 respondent.

Table 2. The Result of Hypothesis Testing

Variable	Coeffision Regression	Sig	Alph a	Conclusion
(Constanta)	50.150		-	-
Narcissism	1.110	0.000	0,05	Signifikan
Person Job Fit	0.045	0.908	0,05	Tidak Signifikan
Person Organization Fit	0.015	0.960	0,05	Tidak Signifikan
Collective Culture	0.462	0.195	0,05	Tidak Signifikan

Source : processing data

The results of the multiple linear regression equation.

$$Y = 50.150 + 1,11 X_1 + 0,04 X_2 + 0,015X_3 + 0,46X_4$$

Based on years of service, respondents have worked between 5 years and 10 years. While the respondent with the longest working time is over 30 years, as many as 4 respondents. Thus, it can be concluded that most of the Padang City PDAM employees respondents have had a long service period at Padang City PDAM.

Based on the status of employees in the community, most of the respondents were identified as married by 149 respondents, while the remaining 6 people were not or not yet married.

In the first hypothesis testing stage which aims to prove the influence of narcissism on counterproductive behavior which is carried out using the t-statistic test, the regression

coefficient value is positive at 1.110. Testing was carried out using an error rate of 0.05.

These results imply that the sig value is 0.000 <alpha 0.05, thus the decision is that Ho is rejected and Ha is accepted. Therefore it can be concluded that narcissism has a positive effect on counterproductive behavior in PDAM Padang City employees.

The second hypothesis aims to empirically prove the effect of person job fit on the counterproductive behavior of PDAM Padang city employees.

In accordance with the results of the tests that have been carried out, the regression coefficient value is positive at 0.045 with a sig value of 0.908. Statistical data processing is done using an error rate of 0.05. Thus it can be seen that the sig value is 0.908 > alpha 0.05, so the decision is Ho is accepted and Ha is rejected. So it can be concluded that the hypothesis which concludes person job fit has a negative effect on the counterproductive behavior of PDAM Padang employees is not proven

The third hypothesis aims to obtain empirical evidence of the effect of individual conformity with the organization on the counterproductive behavior of PDAM Padang City employees. Based on the results of the tests that have been carried out, the regression coefficient value is positive at 0.015. Statistical data processing was carried out using an error rate of 0.05 and the test results obtained a sig value of 0.960. Thus it can be seen that the sig

value of 0.960 is far above the alpha of 0.05, so the decision is that H_0 is accepted and H_a is rejected. So it can be concluded that the suitability of individuals with organizations does not affect the counterproductive behavior of PDAM Padang employees.

The fourth hypothesis aims to empirically prove the influence of collective culture on the counterproductive behavior of PDAM Padang employees. Based on the stages of hypothesis testing carried out using the t-statistic test, the regression coefficient value is positive by 0.462. Whereas in the testing phase the level of confidence used is 95% where a sig value of 0.195 is obtained. The results obtained indicate that the sig value is $0.195 > \alpha 0.05$, so the decision is that H_0 is accepted and H_a is rejected. So it can be concluded that collective culture has no effect on the counterproductive behavior of PDAM Padang employees.

DISCUSSION

The Effect of Narcissism on the Tendency of Counterproductive Behavior of PDAM Padang Employees

Based on the results of testing the first hypothesis, it was found that narcissism has a positive effect on the tendency of counterproductive behavior of PDAM Padang City employees. The results obtained show that the higher the narcissistic behavior of employees, the more counterproductive behavior of PDAM Padang City employees will increase. This situation occurs because narcissism by one of the employees creates conflict in the organization. Narcissism has damaged good relations between one employee and another, as well as created jealousy that triggers other employees to take counterproductive actions, such as contentment, envy, disputes between employees which creates a hotter organizational atmosphere. Narcissism results in a gap or distance that encourages cooperation between one employee and another to weaken, so that actions to bring each other down for a goal will occur more frequently in the organization. The emergence of narcissistic and counterproductive behavior as a whole will reduce the performance of individual employees as well as reduce the overall performance of PDAM Kota Padang.

The results obtained in the first hypothesis testing stage are supported by theory (Robbins, 2014) revealing that narcissism is an attitude shown by individuals in order to attract the attention of other individuals. Narcissism can be observed from the way you look, dress, and communicate. Excessive narcissism encourages the appearance of displeasure or envy in other individuals, so that it can trigger counterproductive behavior. Consistent research results were also obtained by (Nugraheni, 2017) revealing that narcissism has a positive effect on the tendency of organizational members to behave counterproductively. Grijalva et al (2015) revealed that acts of narcissism are related to individual behavior to attract the attention of other individuals with the aim of getting praise or increasing one's prestige value. The higher the frequency of narcissistic behavior in an individual will further encourage counterproductive behavior.

The Influence of Person job fit on the Tendency of Counterproductive Behavior of PDAM Padang City Employees

Based on the results of testing the second hypothesis, it was found that person job fit did not affect the counterproductive behavior of PDAM Padang City employees. This happens because the suitability of employees with the work they do will not encourage the formation of counterproductive behavior. The suitability of work with the areas of competence possessed by employees will encourage employees to work with feelings of pleasure, comfort and safety. As a result, at work employees will be serious and more responsible for their work, achieving targets and responsibilities that employees have at work avoiding employees to take various deviant actions within the organization, such as the emergence of jealous behavior, excessive use of office facilities, prioritizing personal problems compared to the interests of the organization, or any other deviant actions.

The research results obtained in the second hypothesis testing stage are in line with research (Supriyati et al., 2019) which found that person job fit has no effect on counterproductive

behavior of employees in an organization. The results of testing the proposed hypothesis are inconsistent with research conducted by (Grijalva et al., 2015) who found that personal conformity has a negative effect on counterproductive behavior that occurs within employees in an organization. (Fatoni, 2014) found that the ability of individuals to adapt well in a work environment will encourage comfort and harmony in the work environment, thus creating solid teamwork within the organization. As a result, employee activities to engage in counterproductive behavior that harm the organization and the employee's personal self will decrease.

The Effect of Person Organization Fit on Counterproductive Behavior Tendencies of Padang City PDAM Employees

Based on the results of testing the third hypothesis, it was found that individual suitability with the organizational environment did not affect the counterproductive behavior of PDAM employees in Padang. This situation is caused by the suitability felt by individuals to work in an organization which will create a variety of positive behaviors at work which can be seen from the daily work of employees such as time discipline, honesty, responsibility and a strong commitment to the organization. Individual Suitability with the Work Environment shows the comfortable feeling that employees feel at work. This feeling of comfort arises when employees get everything they want at work. Person organization fit will prevent employees from engaging in counterproductive behavior within the organization, but instead create stronger love and commitment in employees to the organization.

The results obtained from the third hypothesis testing stage are consistent with research (Supriyati et al., 2019) which found that individual fit with the organization has no effect on counterproductive behavior by employees. Inconsistent research results obtained in research (Grijalva et al., 2015) found that personal fit observed by person organization fit has a negative effect on

counterproductive behavior that occurs within employees in an organization.

The Influence of Collective Culture on Counterproductive Behavior Tendencies of Padang City PDAM Employees

Based on the results of testing the fourth hypothesis, it was found that collective culture had no effect on the counterproductive behavior of PDAM employees in Padang City. This situation arises because the values of the collectivist culture within the organization are relatively well established, so that it is not seen that one of the employees is carrying out counterproductive behavior. Collectivist culture shows the value of togetherness in an organization which is marked by mutual respect, appreciation and strong family values in the organization. When the collectivist culture values have strengthened in each employee, it will encourage employees' desire to carry out counterproductive behavior to become increasingly invisible.

The results obtained in the fourth hypothesis testing stage are consistent with the results of research (Mingzheng et al., 2014) which found that collectivist culture as seen from the quality of the relationship between superiors and subordinates has no significant effect on the emergence of counterproductive behavior.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

In accordance with the analysis and discussion, it can be concluded from this study:

1. Narcissism has a positive effect on the counterproductive behavior of PDAM employees in Padang City.
2. Person job fit does not significantly influence the counterproductive behavior of PDAM Kota Padang employees.
3. Person organization fit has no significant effect on the counterproductive behavior of PDAM Kota Padang employees.

4. Collective culture has no significant effect on the counterproductive behavior of PDAM Kota Padang employees.

Recommendation

Narcissism actually exists naturally in every individual. In the context of job and organization, narcissistic employees will have the potential to trigger conflict, especially over co-workers which can ultimately interfere with group and organizational productivity.

PDAM Padang City needs to conduct training on self-concept. This training is needed so that someone is able to be aware of themselves more realistically. Although the Narcissism basically formed from an early age in the family environment, the work environment can also influence it. Success in making every employee able to recognize himself more realistically, will prevent the emergence of counterproductive work behavior in the workplace.

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