

The Effect of Work Stress on Counterproductive Work Behavior (CWB) and the role of Agreeableness as a Moderating Variable

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ABSTRACT

Counterproductive work behavior (CWB) is behavior that violates the rules in the organization and can harm the organization or organization members. The purpose of this study was to determine the effect of job stress on counterproductive work behavior (CWB) and the role of agreeableness as a moderating variable. The subject of this research was teachers in the Banjarnegara Regency. The method of collecting data in this study was obtained through a questionnaire or questionnaire distributed via a google form link to related respondents. The research instrument is measured using a scale developed to get respondents' answers to the questions asked. In this case, the scale used is the Likert scale. Data analysis in this study used Moderated Regression Analysis (MRA). The software used to help analyze this research is SPSS 26. The results obtained show that job stress has a positive effect on counterproductive work behavior (CWB) and the Agreeableness variable weakens the positive relationship between job stress and counterproductive work behavior (CWB).

Keywords: Counterproductive Word Behavior, Work Stress, Agreeableness

1. Introduction

In the field of education, teaching staff have a very important and main role. They are responsible for the physical and mental progress of students, especially in the school environment, with the aim that students reach maturity and become individuals who realize their responsibilities as humans. Every teacher must have experienced stress that has an impact on teacher behavior such as being more sensitive, irritable, learning hours are accelerated, not going to class, not enthusiastic about teaching and doing bad behavior (CWB) which makes the learning process ineffective. Counterproductive work behavior (CWB) refers to bad behavior by teachers that has a wider impact not only on students but also on the learning process. Work stress in teachers also has a negative impact on schools, especially in terms of decreasing teacher performance (Slaybaugh et al., 2004). From the results of empirical analysis, job stress can positively predict

counterproductive work behavior (CWB). This finding is in line with research conducted by Eschleman, Bowling, and Lahuis (2015) which found that increasing work stressors can positively increase CWB in employees. This shows that work pressures faced by individuals at work, such as workload, interpersonal stress, can cause changes in individual emotions and behavior. When faced with stress, individuals are prone to negative emotions such as anxiety, impatience, and tension. Changes can cause individuals to perform certain inappropriate behaviors (Ma & Li, 2019).

Most of the work stress experienced by individuals in an organization is strongly influenced by the personality of each individual. This condition occurs because basically, each individual has different personality traits from one another. These differences can cause individuals in the organization to have different perceptions of job stress. Personality characteristics have an important role in influencing the level of job stress and counterproductive work behavior (CWB). However, to manage this well, it is also necessary for individuals to have good emotional stability and personality. Currently, there are no regulations that require organizations to actively evaluate and manage individual personality in the work environment. However, with the pressures and demands of the organizational environment and the personality characteristics of individuals, the risks faced are also increasingly complex.

According to Robbins and Judge (2008, p. 132), agreeableness refers to an individual's tendency to comply and adapt to others. Agreeableness is a characteristic characterized by being friendly, pleasant, compassionate, reliable, helpful, trying to meet the needs of others, giving in, gentle, polite and humble (Costa & McCrae, 2006). Colbert (2004) found that agreeableness influences individuals' perceptions of organizational support regarding interpersonal deviant behavior. McShane & Von Glinow (2010) stated that individuals with high levels of agreeableness tend to comply with norms and regulations in society. Counterproductive work behavior refers to behavior that is detrimental to the company and contrary to company goals and regulations (Anderson 2005, p.145). According to research by Bowling & Eschleman (2010), there is a stronger positive relationship between job stress and counterproductive work behavior in workers with low levels of agreeableness.

Based on the description above, work stress causes employees to perform counterproductive work behavior (CWB) at work. If employees have high agreeableness, they are influenced to take counterproductive work behavior (CWB) actions because of the stressors that arise. Therefore, the purpose of this study is to examine whether agreeableness can be a variable that moderates the effect of work stressors on counterproductive work behavior (CWB).

2. Literature Review

2.1 Counterproductive Work Behavior (CWB)

Theoretically, counterproductive work behavior (CWB) can be seen from the way individuals adapt to their environment, such as how individuals control emotions, frustration and dissatisfaction at work (Bennet & Robinson, 2003). Counterproductive work behavior (CWB) is behavior shown to disrupt the organization and its members (Penney & Spector, 2002). According to Gruys & Sackett, (2003) counterproductive work behavior (CWB) is behavior where

organizational members deliberately do not comply with the rules or ignore the values of the organization.

Based on the several definitions above regarding counterproductive work behavior (CWB), it can be concluded that counterproductive work behavior is behavior that is consciously carried out by someone which has a negative impact on both members of the organization or the organization itself. This counterproductive work behavior (CWB) is behavior that contradicts and hinders the goals of the organization.

2.2 Work Stress

Mangkunegara (2007:157) defines work stress as the emotional pressure felt by team members in dealing with work demands. Work stress is an illness or health disorder, such as unstable emotions, feeling uneasy, liking to be alone, having difficulty sleeping, smoking excessively, not being able to relax, and experiencing digestive disorders. The gap between individual abilities and job demands will cause stress at work. Stress occurs when individual needs are not met according to the surrounding environment (Vilzati et al., 2016).

Based on the brief description of a number of theories above, it can be said that work stress is psychological pressure on a person that arises due to the influence of environmental demands around the individual and each individual's response to dealing with it can be different. This pressure arises because of the individual's inability to solve various problems or responsibilities given to him.

2.3 Personality

According to J. Feist and G. J Feist (1998) a person's personality is assessed by the effectiveness that allows a person to obtain positive reactions from various people in various circumstances. Creating a prominent and distinctive impression on others is a person's social skills, dexterity and dexterity. Aspects that influence personality using the big five personality. In theory there are five forms of personality that underlie individual behavior. According to McCare & Costa (in Feist, 2008) these five basic traits include the following: Neuroticism is a personality dimension that can measure a person's ability to deal with pressure or stress. One of them is neuroticism, which can evaluate a person's emotional stability and identify whether a person tends to experience stress easily or not; Extraversion, where the dimensions assess the quantity and intensity of how a person interacts with other individuals; Agreeableness refers to the characteristics of individuals who tend to be friendly, pleasant, caring, reliable, like to communicate openly, and have a tendency to help others. This trait also includes concern for the needs of others, the ability to give in, a gentle, polite and humble attitude; Conscientiousness is a personality dimension that refers to the number of goals a person focuses on; and Openness to Experience, individuals based on interest in new things and also the desire to know and learn something new.

2.4 Work Stress and Counterproductive Work Behavior (CWB)

Work stress is caused by pressure from the work environment, such as job demands from leaders and external factors. The perceived pressure will cause emotions in the individual. Work stress is

a psychophysical phenomenon that is human in nature, in the sense that work stress is inherent in every employee in dealing with their daily work. According to Goliszek, stress indicators can be seen from three symptoms, namely: physical symptoms; mental symptoms; and behavioral symptoms. Employees are the most important asset for an organization because their main role in running the organization effectively can influence the success of the organization. Employees who experience greater negative emotions due to work stress may release this anger or frustration through engaging in counterproductive work behavior (CWB). In other words, emotional reactions originating from work stress experiences can influence employees' decisions in dealing with stress, thus potentially leading to counterproductive work behavior (CWB) (Sprung & Jex, 2012).

2.5 Role of Moderating Variable Agreeableness

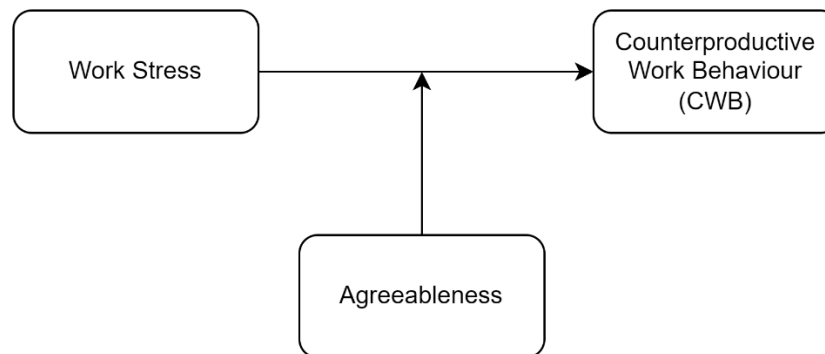
Someone who has a high Agreeableness personality score is an individual who tends to be more obedient to other individuals, wants to avoid conflict, is cooperative (can work together), and easily trusts other people. Individuals with high agreeableness tend to actively align their behavior with the behavior of their group so that individuals with high agreeableness scores tend to stay away from involvement in counterproductive work behavior (CWB) (Ivancevich, 2005: 96). Meanwhile, individuals who have a low agreeableness score are generally suspicious, stingy, unfriendly, easily hurt and always criticize whatever other people do.

Hipotesis:

H1: Work stress has a positive effect on counterproductive work behavior (CWB)

H2: Agreeableness weakens the positive relationship between work stress and counterproductive work behaviors (CWB).

Figur 1. Research Model.



3. Research Methodology

In this research, data collection was carried out on 53 teachers in Banjarnegara Regency. The data collection method in this research was obtained through a questionnaire distributed via a Google Form link to the relevant respondents. The research instrument was measured using a scale developed to obtain respondents' answers to the questions asked. In this case, the scale used is a Likert scale with an interval of 1 - 5. The indicators used to compile the questionnaire on the

counterproductive work behavior (CWB) variable are 13 question items according to Spector (2006), the indicators used to compile the questionnaire on the work stress variable are 14 items questions adapted from Robbins and Judge (2009), and the indicators used to measure the Agreeableness variable are 8 question items adapted from Robbins and Judge (2008). Data analysis in this study used Moderated Regression Analysis (MRA). The software used to help analyze this research is SPSS 26.

4. Results

4.1 Data Quality Test

Data quality tests in this research include validity and reliability tests. The validity test is to see whether the questionnaire used is valid, while the reliability test is to find out whether each questionnaire item is reliable.

4.1.1 Validity Test

Table 1. Validity Test

Item	Work Stress	CWB	Agreeableness	Keterangan
1	0,780	0,745	0,722	Valid
2	0,768	0,791	0,663	Valid
3	0,656	0,785	0,765	Valid
4	0,766	0,715	0,795	Valid
5	0,727	0,770	0,803	Valid
6	0,728	0,810	0,704	Valid
7	0,415	0,761	0,755	Valid
8	0,738	0,731	0,830	Valid
9	0,700	0,674		Valid
10	0,753	0,739		Valid
11	0,505	0,780		Valid
12	0,732	0,669		Valid
13	0,568	0,741		Valid
14		0,716		Valid

Based on the results of validation tests carried out by 53 teacher respondents in Banjarnegara Regency, it can be seen that all variables such as work stress, counterproductive work behavior (CWB) and agreeableness are valid because they have a significance value of <0.05 and an R value $>$ from the calculated r, so this is It can be concluded that all the statements submitted in the questionnaire are suitable for use in research.

4.1.2 Reliability Test

Table 2. Reliability Test

Variable	Cronbach Alpha's Value	Number of Statement Items
Work Stress	0,900	13
CWB	0,934	14
Agreeableness	0,889	8

Based on the reliability test listed in table 1, it can be seen that all research variables have a Cronbach Alpha value > 0.60. Therefore, it can be concluded that the research questionnaire can be said to be Reliable.

4.2 Descriptive Analysis

This research carried out descriptive analysis to see the characteristics of research data in the form of minimum value, maximum value, average and standard deviation. The results of the descriptive analysis are presented in table 3 below:

Table 3. Descriptive Analysis

Variabel	N	Minimum Value	Maximum Value	Average	Standard Deviation
Work Stress	13	13	57	31,7736	9,75003
CWB	14	14	56	21,6792	8,62638
Agreeableness	8	8	40	31,3208	5,60828

Based on the results of the descriptive analysis, it can be seen that all variables have an average value greater than the standard deviation value, so it can be concluded that the data for all variables has a good distribution.

4.3 Normality Test

Data normality test using the Kolmogorov-Smirnov (K-S) test. The test results can be seen in table 4 below:

Table 4. K-S Test

Kolmogorov-Smirnov		
Statistic	df	Sig.
0,108	53	0,181

The results of the Kolmogorov-Smirnov test show a significance value of 0.181 > 0.05 so it can be concluded that the research data passes the normality assumption.

4.4 Multicollinierity Test

The multicollinearity test uses tolerance values and VIF values. The results of these two values are presented in table 5 below:

Table 5. Tolerance Value and VIF Value

Variabel	Collinierity Statistics	
	Tolerance	VIF
Work Stress	0,999	1.001
Agreeableness	0,999	1.001

The results of the multicollinearity test with tolerance values and VIF values show that all variables have tolerance values above 0.10 and VIF values < 10 . These results show that there are no symptoms of multicollinearity.

4.5 Heteroscedasticity Test

Heteroscedasticity test uses the Glejser test. The test results are presented in table 6 below:

Table 6. Glejser Test

Variabel	Signifikansi	Nilai Kritis	Keterangan
Work Stress	0,002	0,05	Terjadi heteroskedastisitas
Agreeableness	0,207	0,05	Tidak terjadi heteroskedastisitas

The results of the Glejser test obtained a significance value for the two equations in the research, where the work stress variable had a significance value of $0.002 < 0.05$, meaning it was free from symptoms of heteroscedasticity. Meanwhile, the agreeableness variable has a significance value of $0.207 > 0.05$, which means there are symptoms of heteroscedasticity.

4.6 Hipotesis Test

Hypothesis testing in this study is presented in table 7 below:

Table 7. Hypotesis Test

Variable	Unstandardized B	t	Sig.	R2
Model 1				
Work Stress	0,600	6,582	0,000	0,459
Model 2				
Constanta		1,080	0,286	
Work Stress	0,348	0,808	0,423	
Agreeableness	-0,310	-0,882	0,382	
Work Stress*Agreeableness	0,008	0,596	0,554	0,470

Based on the hypothesis test above, it can be seen that the regression coefficient value of the work stress variable is 0.600, this shows that work stress has a positive effect on counterproductive work behavior (CWB) and work stress has a significance value of $0.000 < 0.05$, meaning that work stress has a significant effect on counterproductive work behavior (CWB) or it can be said that **H1 is accepted**. While the moderating effect of agreeableness on the relationship between work stress and counterproductive work behavior (CWB) has a regression coefficient value of 0.008, this means that agreeableness has a positive effect on counterproductive work behavior (CWB) and has a significance value of $0.554 > 0.05$, meaning that agreeableness does not have a significant effect on the relationship between work stress and counterproductive work behavior (CWB) or weakens the positive relationship between work stress and counterproductive work behavior (CWB) or it can be said that **H2 is accepted**.

5. Discussion

5.1 The Effect of Work Stress on Counterproductive Work Behavior (CWB)

The results of this study indicate that work stress have a significant influence on counterproductive work behavior (CWB). This finding indicates that the existence of work stress in the workplace makes employees perform counterproductive work behavior (CWB) or so-called counterproductive work behavior (CWB). The results of this study are in accordance with previous findings which state that work stress such as organizational constraints and interpersonal conflicts are positively related to counterproductive work behavior (CWB), situations caused by organizational constraints can hinder employees in completing work and interpersonal conflicts related to disputes between colleagues (Hershcovis et al., 2007).

In accordance with the results of this study that work stress affects counterproductive work behavior (CWB). Work stress that occurs in the workplace can cause low psychological well-being, due to one of them from the boredom felt. Boredom can cause delays in completing work and absenteeism. As in research (Bruursema, Kessler, & Spector, 2011) boredom felt by individuals at work is a form of work stress that can cause individuals to take counterproductive work behavior (CWB) actions as a means of overcoming boring work situations.

5.2 Moderate Influence of Agreeableness on Work Stress with Counterproductive Work Behavior (CWB)

The results of existing research, it can be concluded that the hypothesis stating that agreeableness does not moderate the relationship of work stress to counterproductive work behavior (CWB) shows insignificant results or it can be said that the hypothesis is accepted. These results contradict research conducted by Penney (2011) where the results of the study found the fact that individuals with high scores on Agreeableness tend to be far from counterproductive work behavior (CWB). However, this study has a different view if individuals who have low agreeableness scores are generally suspicious, stingy, unfriendly, easily hurt and always criticize whatever is done by others. Therefore, individuals who have low scores tend to experience work stress and do things that can harm the organization. These results are in line with research conducted by Berry et al. (2007), and Farhadi et al. (2012) which show that this personality trait has a negative relationship with counterproductive work behavior (CWB) in organizations.

6. Conclusion

Based on the results of research and data analysis regarding the effect of work stress on counterproductive work behavior (CWB) moderated by agreeableness, it can be concluded that all hypotheses are accepted. First, work stress has a positive and significant influence on counterproductive work behavior (CWB), meaning that the more individuals experience stress at work, the more they have a tendency to perform behaviors that can harm the organization and vice versa. Second, agreeableness weakens the positive relationship between work stress and counterproductive work behavior (CWB), meaning that individuals with low agreeableness tend to be related to individual behavior that can harm other individuals and even organizations and vice versa.

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