

# The Effect Of Big Five Personality And Organizational Justice On Counterproductive Work Behavior And Work Stress As Intervening Variables (Study Of Civil Servants In Central Lombok District)

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## ABSTRACT

This study aims to analyze the effect of the Big Five Personality and Organizational Justice on Counterproductive Work Behavior and Job Stress as Intervening Variables in Civil Servants in Central Lombok Regency. This research was conducted with a quantitative approach with a causal process. The research location was Central Lombok Regency. Determination of a sample of 100 people using stratified random sampling. The data collection tool used in this research is a questionnaire. Data Analysis Techniques using SEM-PLS. The results showed that (1) Big Five Personality have Negative and Significant Effect on Counterproductive Work Behavior of Civil Servants in Central Lombok Regency. (2) Big Five Personality have Negative and Significant Effect on Work Stress of Civil Servants in Central Lombok Regency. (3) Big Five Personality has Negative and Significant Effect on Counterproductive Work Behavior through Work Stress of Civil Servants in Central Lombok Regency. (4) Organizational Justice has Negative and Significant Effect on Counterproductive Work Behavior of Civil Servants in Central Lombok Regency. (5) Organizational Justice has Negative and Significant Effect on Work Stress of Civil Servants in Central Lombok Regency. (6) Organizational Justice has Negative and Significant Effect on Counterproductive Work Behavior through Work Stress of Civil Servants in Central Lombok Regency. (7) Job Stress has a Positive and Significant Effect on Counterproductive Work Behavior of Civil Servants in Central Lombok Regency.

Keywords: Counterproductive Work Behavior, Work Stress, Big Five Personality, Organizational Justice,

## INTRODUCTION

A person's productivity at work plays a vital role in determining an organization's success level; this can be seen from the productive work behavior of employees in an organization. There will be constructive and counterproductive work behavior in an organization when talking about productivity. Spector et al. (2005) describe counterproductive work behavior as a detrimental action or an action to harm the company or organization. According to Chand and Chand (2014), Counterproductive work behavior is any intentional or unintentional activity on the part of an individual that can hinder the performance of self, others, or the organization.

According to Ibrahim et al. (2018), the factors that influence counterproductive work behavior are the influence of personality. Personality is a set of individual characteristics that affect cognition and behavior (Hussain et al., 2012). According to Ismail et al. (2018), the top five personalities have a relationship with counterproductive work behavior. Baron and Byrne (2005) state that the five major dimensions of personality are the basic dimensions of human personality. The dimensions divide into conscientiousness, openness, extraversion, agreeableness, and neuroticism.

Big Five Personality can also affect work stress. So it is the results of research by Sudjiwanati (2010) show the influence of the prominent five personalities on employee work stress. Furthermore, according to Smith (2012), the impact of stress on individuals can lead to feelings of excessive anxiety in individuals who experience it. In addition to the Big Five Personalities that affect Counterproductive Work Behavior, Organizational Justice is also a predictor of Counterproductive Work Behavior. Josef's (2017) shows that organizational justice significantly affects counterproductive work behavior. In addition, Wijayanti (2015) showed that organizational justice hurts counterproductive work behavior, which means that fair organizational justice will reduce counterproductive work behavior.

According to Robbins and Judge (2017), organizational justice is a person's perception of justice, where the referee in question can be subjective. What is considered unfair by one person may be deemed appropriate by another. In addition to influencing counterproductive work behavior, organizational justice can also affect work stress. Rivai & Mulyadi (2009) state that the causes of stress (stressors) consist of organizational stressors, which include corporate policies, organizational structures, physical conditions within the organization, and processes that occur within the organization. Group stressors include a lack of togetherness in the group, lack of social support, and the presence of intra-individual, interpersonal, and intergroup conflicts.

Research by Judge and Colquitt (2004) shows a strong relationship between Organizational Justice and Stress. In addition, the results of Judge and Colquitt's study, supported by Wandarujati, Nufitri, and Anggraeni (2020), show that organizational justice affects work stress. Most studies on deviant work behavior investigating stress factors contributing to the prevalence of abnormal behavior focused on work-related stress factors such as job stress (Douglas and Martinko, 2001).

The increased work stress can lead to high counterproductive/deviant behavior responses. Research by Boyd et al. (2009) on the effect of work stress on behavior found that job stress causes deviant/counterproductive work behavior. Salami (2010) and Prasetyanta (2018), in their research, show that work stress has a positive effect on Counterproductive Work Behavior (CWB).

As the spearhead of the successful implementation of government tasks and activities, Central Lombok BKPP is an agency that assists the Regent in developing Human Resources in the field of personnel. However, in reality, several examples of counterproductive work behavior from civil servants in Central Lombok Regency in carrying out their work are still indications. Based on the results of initial observations and interviews with the Head of the BKPP along with data from the Training and Development Personnel Agency (BKPP) of the Central Lombok region, it was stated that in the last five years, 181 Civil Servants were carrying out counterproductive work behaviors, from moderate to minor violations. Nor heavy.

Based on the research and phenomena above, this study aims to analyze the effect of the Big Five Personality and Organizational Justice on Counterproductive Work Behavior and Job Stress as Intervening Variables in Civil Servants in Central Lombok Regency.

## LITERATURE REVIEW

### Counterproductive Work Behavior

According to Nawaz et al. (2018), counterproductive behavior is employee behavior in the form of stealing behavior, sabotage behavior, extortion, bribery, and behavior that attacks others. According to Chand & Kumar (2014), Counterproductive work behavior is any intentional or unintentional activity on the part of an individual that can hinder the performance of self, others, or the organization. According to Robbins and Mary (2016), counterproductive behavior is the attitude of an employee who does not have satisfaction at work, giving rise to negative traits shown in his career. Finally, Desimone & Werner (2012) state that counterproductive work behavior is voluntary behavior that violates significant organizational norms and thus threatens the well-being of an organization, its members, or both.

Based on the description, it concluded that counterproductive work behavior is all kinds of behavior carried out by individuals, intentionally and unintentionally, that contradict or hinder the organization from achieving a goal. Counter-productive behavior is a form of behavior that shows deviations or deviations from employee behavior towards negative behavior that violates the norms in the company itself and the surrounding environment.

Sacket & DeVore (in Anderson, 2005) suggest that there are several factors behind the emergence of Counterproductive Work Behavior, including:

#### 1) Personality Factors

Sacket and DeVore (in Anderson 2005) argue that several personality dimensions, especially from the Big Five Personality type, show a consistent relationship between the counterproductive work behaviors demonstrated by individuals when working with the Five Personality shows a consistent relationship between Counterproductive Work Behavior.

#### 2) Job Characteristics

Sacket and DeVore (in Anderson 2005) argue that the job's character affects required by the type of tasks assigned and the way of working. Then these three things will affect the psychological experience of individuals related to the implementation of work tasks, such as experience when completing tasks well, feeling responsible for the charges given, and knowledge of the work achieved. It will affect individual work behavior as stated in work performance, job satisfaction, work motivation, work absenteeism, and turnover rates at work.

#### 3) Work Group Characteristics

Sacket and DeVore (in Anderson 2005) state that everything that happens in a workgroup will affect the individuals who are members.

#### 4) Organizational Culture

Sacket and DeVore (in Anderson 2005) argue that although there are similarities between the influence of work groups and organizational culture in this regard, they are both social influences on individuals in the work environment. However, corporate culture is a phenomenon that has a broader impact on individuals. It is because corporate culture is directly influenced by factors outside the workgroup, such as the existing management system in a particular organization or company.

There are four dimensions of Counterproductive Work Behavior (Counterproductive Work Behavior) proposed by Robinson and Bennet (in Greenberg & Baron, 2003) and Sacket & DeVore (Anderson, 2005), including:

#### 1) Property Deviance

#### 2) Production Deviance

#### 3) Political Deviance

#### 4) Individual Aggression (Personal Aggression)

### Big Five Personality

Lawrence et al. (2010) argue that personality represents individual characteristics consisting of consistent thoughts, feelings, and behavior patterns. Larsen & Buss (2008) stated that personality is a collection of psychological traits and mechanisms within an individual that organized, relatively enduring, and that affect the interaction and adaptation of individuals in the environment (including the metaphysical, physical, and social environment).

Feist and Feist (2010) wrote that this trait approach shows some permanence in age, which means that adults tend to maintain the same personality structure as they age. Prominent Five Personality (Costa & McCrae in Feist and Feist, 2010) is a theoretical approach that refers to five personality traits, namely conscientiousness, extraversion, agreeableness, neuroticism, and exposure to experience.

### Organizational Justice

According to Robbins and Judge (2017), organizational justice is the overall perception of what is fair in the workplace, namely the extent to which individuals believe in the results received and the way individuals are treated within the company somewhat, equitably, and by established moral and ethical standards—Expected, which has been applied to investigate various organizationally relevant behaviors.

According to Bakhshi et al. (2009), defined Organizational Justice as a concept that arises by questioning fairness in organizational life and it is related to working conditions and relationships that create trust in workers that they are treated fairly. Meanwhile, according to Eberlin & Tatum (2005), Organizational Justice is a concept used to describe the critical role of justice because it is directly related to the work environment. Specifically, organizational justice concerns employees' perceptions of how they are treated. According to Robbins and Judge (2015), there are three dimensions of organizational justice: distributive justice, procedural justice, and interactive justice.

### Work Stress

Kreitner and Kinicki (2014) define job stress as a behavioral, physical, or psychological response to stressors. According to Marliani (2015), work stress is an imbalance between the characteristics of aspects of work and can occur in all working conditions.

According to Karasek and Theorell (in Charles et al., 2011), job stress has been defined as the degree to which workers feel tension related to their work. Job stress, according to Spector and Jex (1998), is environmental stress that is felt by individuals and leads to the experience of negative emotions, such as anger or anxiety. Robbins (2015) suggests that there are three dimensions of work stress, namely Physiological Psychology and Behavior.

### Conceptual Framework

The following is an overview of the research concept framework:

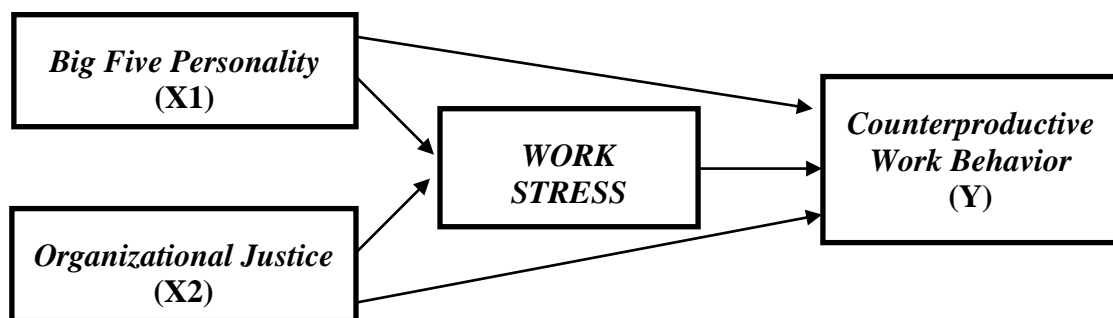


Figure 1. Research Conceptual Framework

The hypotheses in this study are:

- 1) It is suspected that the Big Five Personality hurts Counterproductive Work Behavior of Civil Servants in Central Lombok Regency.
- 2) It is suspected that the Big Five Personality hurts Work Stress of Civil Servants in Central Lombok Regency.
- 3) It is suspected that the Big Five Personality affects Counterproductive Work Behavior through Job Stress of Civil Servants in Central Lombok Regency.
- 4) It is suspected that Organizational Justice hurts Counterproductive Work Behavior of Civil Servants in Central Lombok Regency.
- 5) It is suspected that Organizational Justice hurts Work Stress of Civil Servants in Central Lombok Regency.
- 6) It is suspected that Organizational Justice affects Counterproductive Work Behavior through Work Stress of Civil Servants in Central Lombok Regency.
- 7) It is suspected that work stress positively affects counterproductive work behavior of Civil Servants in Central Lombok Regency.

## METHODS

This research was conducted with a quantitative approach with a causal process. The research location was Central Lombok Regency. Determination of a sample of 100 people using stratified random sampling. The data collection tool used in this research is a questionnaire. In this study, each variable studied was measured using a score that refers to the Likert scale. According to Riduwan & Kuncoro (2014), the Likert scale measures attitudes, opinions, and perceptions of a person or group of events or social phenomena. Therefore, Likert Scales use to give weight to each independent and dependent variable. Data Analysis Techniques using SEM-PLS. SEM-PLS is a nonparametric statistical method. Unlike SEM-CB, SEM-PLS does not require normally distributed data. However, it is still essential to ensure that the data are not too far from ordinary because highly abnormal data prove problematic in assessing parameter significance.

There are two sub-models In the SEM-PLS model, namely the structural equation model (structural model/inner model), which determines the relationship between the independent and dependent latent variables, and the measurement equation model (measurement model/router model), which determines the relationship between latent variables and observed indicators (manifest variable).

## RESULT

### Composite Reliability

A measurement model with composite reliability is carried out, aiming to test a construct's reliability. Therefore, a reliability test was conducted to prove the instrument's accuracy, consistency, and accuracy in measuring the construct. The results of composite reliability will show a good value if it is above 0.7. While the recommended Cronbachs alpha value is around 0.6. The following is the value of composite reliability and Cronbach's alpha at the output:

**Table 1. Composite Reliability and Cronbachs Alpha**

No.	Variable	Composite Reliability	Cronbachs Alpha
1.	(X1)	0.973	0.975
2.	(X2)	0.933	0.944
3.	(Y)	0.947	0.954
4.	(Z)	0.910	0.926

The table above shows that the composite reliability value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the discriminant validity criteria. Furthermore, the recommended Cronbach's alpha value is above 0.6, and the table above shows that the Cronbach's alpha value for all constructs is above 0.6. Therefore, all variables/constructs are above 0.60 to meet the reliability requirements. Likewise, the Composite Reliability value produced by all variables is excellent, above 0.70. So it concluded that all construct indicators are reliable or meet the reliability test.

**Coefficient of Determination (R<sup>2</sup>)**

The value of R Square describes how much the independent variable's ability to explain the dependent variable is. The following can be seen in the table below:

**Table 2. R Square**

No.	Variable	R Square
1.	(Y)	0.548
2.	(Z)	0.150

counterproductive behavior influenced by Big Five Personality and Organizational Justice contributes 54.8%. The remaining 45.2% was influenced by other variables not examined in this study, such as job characteristics, group characteristics, and organizational culture. At the same time, works stress has a 15% contribution influenced by Big Five Personality and Organizational Justice. The remaining 85% is influenced by other variables not examined, such as structure, organizational design, and working conditions.

**Path Coefficient Estimation**

Predicting structural model testing can see below:

**Table 3. Path Coefficients Results**

Influence Between Variables	Original Sample	T-Statistics	Weight Significance	P-Values	Sig. (5%)	Decision
(X1 -> Y)	-0.140	2.055	>1.96	0.040	<0.05	Sig
(X1 -> Z)	-0.201	2.105	>1.96	0.036	<0.05	Sig
(X2 -> Y)	-0.163	2,211	>1.96	0.027	<0.05	Sig
(X2 -> Z)	-0.246	2,558	>1.96	0.011	<0.05	Sig
(Z -> Y)	0.598	2,992	>1.96	0.000	<0.05	Sig
X1 -> Z -> Y	-0.120	1,989	>1.96	0.047	<0.05	Sig
X2 -> Z -> Y	-0.147	2,269	>1.96	0.024	<0.05	Sig

Big Five Personality path coefficient to Counterproductive Behavior of 2.055 with a weight significance value of > 1.96, meaning that it has an effect because the t statistic value is more than the weight significance value. P-value 0.040 <0.05 means significant. While the original sample value is negative or -0.140, meaning it has a negative direction which means it is not in the same direction. So it concluded that the Big Five Personality significantly negatively affects counterproductive behavior. It means that the better the personality type possessed by the employee, the lower the employee's counterproductive behavior in doing things intentionally or unintentionally that harm the organization.

Big Five Personality path coefficient to work stress of 2.105 with a weight significance value of  $> 1.96$ , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value  $0.036 < 0.05$  means significant. While the original sample value is negative or  $-0.201$ , which means it has a negative direction and is not in the same direction. So it concluded that the Big Five Personality significantly negatively affects job stress.

Organizational Justice path coefficient to counterproductive behavior of 2,211 with a weight significance value of  $> 1.96$ , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value  $0.027 < 0.05$  means significant. While the original sample value is negative or  $-0.163$ , meaning it has a negative direction which means it is not in the same direction. It concluded that Organizational Justice significantly negatively affects counterproductive behavior.

Organizational Justice path coefficient to work stress of 2.558 with a weight significance value of  $> 1.96$ , meaning that it is influential because the t statistic is more than the weight significance value. P-value  $0.011 < 0.05$  means significant. While the original sample value is negative or  $-0.246$ , meaning it has a negative direction which means it is not in the same direction. It can be concluded that Organizational Justice significantly negatively affects work stress.

Path coefficient of work stress on counterproductive work behavior is 6.992 with a weight significance value of  $> 1.96$ . It has an effect because the t statistic value is more than the weight significance value. P-value  $0.000 < 0.05$  means significant. While the original sample value is positive or  $0.598$ , which means it has a positive direction, which means it is in the same direction. It can be concluded that work stress significantly positively affects counterproductive work behavior.

Big Five Personality path coefficient to Counterproductive work behavior through work stress of 1.989 with a weight significance value of  $> 1.96$ . It has an effect because the t statistic value is more than the weight significance value. P-value  $0.047 < 0.05$  means significant. It concluded that the Big Five Personality significantly affects counterproductive work behavior through job stress.

Organizational Justice path coefficient to Counterproductive work behavior through work stress of 2.269 with a weight significance value of  $> 1.96$ , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value  $0.024 < 0.05$  means significant. It concluded that Organizational Justice significantly affects counterproductive work behavior through job stress.

## DISCUSSION

### **Big Five Personalities affect Counterproductive Work Behavior**

The results of this research are Personality harm and Counterproductive Work Behavior of Civil Servants in Central Lombok Regency. Furthermore, it is proven that the negative impact is seen in the output of Appendix 4, which has a meaning, namely, the better the personality type of the employee, the lower the Counterproductive Work Behavior.

Several dominant personality types have succeeded in reducing counterproductive work behavior in the results of this study, namely the Conscientiousness personality type (prudence) and Agreeableness in terms of being sociable, assertive, easy to socialize, in work employees can always be relied on, careful and easy to manage and responsible in Work. Therefore, this dimension of personality type appears to influence employees' counterproductive work behavior.

The results of this study support research by Nurul (2013), DeShong (2015), Freira & Nascimento (2016), and Hastuti et al. (2017) show that the prominent five personalities have a significant effect on counterproductive work behavior.

### **Big Five Personality affects Work Stress**

The results of this study indicate that the Big Five Personality harms Work Stress in Civil Servants of Central Lombok Regency. Furthermore, it is proven that the negative effect is seen in the output of Appendix 4, which has a meaning, namely the better the personality type of the employee, the lower the work stress of the Civil Servant of Central Lombok Regency.

The influence of big five personality on the work stress of Civil Servants in Central Lombok Regency, namely "Sometimes employees experience conflicting discrepancies in carrying out the tasks assigned by their superiors." Employees find it difficult to adjust between the demands of tasks in the office and optimal achievement according to their potential". In this condition, the civil servants of Central Lombok Regency already have a suitable personality type. They can adapt to environmental conditions that cause stress by increasing good emotional stability by showing a calm attitude, not worrying quickly, and having a sense of security in the work environment.

In situations where dissatisfaction with the work environment is felt by the many demands of Work with time to complete Work, Civil servants in Central Lombok Regency show the Conscientiousness personality type by being responsible, careful, and manageable. In addition, when other employees feel excessive anxiety due to political disturbances (mutations) in Civil Servants in the Work Environment, civil servants in Central Lombok Regency will increase the Extraversion personality type (Social level) by establishing social relationships quickly to socialize and assertive. The study's results are supported by the research of Sudjiwanati (2010); Hartati and Ancok (2014) show that the big five personality significantly affects work stress. In a study conducted by Irkhami, 2015 about factors related to work stress. The result of this research is that there is a strong relationship between personality type and work stress.

In general, work stress experienced by individuals in organizations is strongly influenced by the nature and personality of each individual. This condition occurs because each individual has different personality traits (Prasetyanta, 2018). For example, according to Mastutik (2005), if the individual has a calm and relaxed personality, the individual will be able to solve the problem well. If the individual has a tense, anxious, and easily panicked personality, the individual will find it difficult to solve the problem. According to Hussain et al. (2012), Personality is a set of characteristics in individuals that affect cognition and behavior.

### **Big Five Personality effect Counterproductive Work Behavior through Work Stress**

The results showed that the Big Five Personality affected Counterproductive Work Behavior through the Work Stress of Civil Servants in Central Lombok Regency. Descriptively, the results of this study indicate that civil servants in Central Lombok Regency have low work stress. It means that the work stress in the government environment of Central Lombok Regency looks low, which can affect the personality type of employees towards counterproductive work behavior. The work stress in question comes from physiological, psychological, and behavioral dimensions. However, based on the study's results, the overall personality type has reached the "good" category, and so has the low class's counterproductive work behavior.

The results of this study support the research of DeShong (2015); Bolton (2010) & O'Neill et al., (2011) and Santos & Eger (2014); Sudjiwanati (2010); Hartati and Ancok (2014) show that work stress is a factor that significantly influences the big five personalities on counterproductive work behavior.

In general, work stress experienced by individuals in organizations is strongly influenced by the nature and personality of each individual. According to Mastutik (2005), if the individual has a calm, relaxed and relaxed Personality, the individual will be able to solve the problem well, and vice versa; if the individual has a tense, anxious, and easily panicked personality, the individual will find it difficult to solve the problem. Hastuti et al. (2017), based on the research findings, it can be concluded that employee personality factors such as agreeableness, extraversion,



### **Organizational Justice affects Counterproductive Work Behavior**

The results of this study indicate that Organizational Justice Negative influences Counterproductive Work Behavior of Civil Servants of Central Lombok Regency. It is proven that the negative influence is seen in Appendix 4, which has a meaning: the better organizational justice felt by employees, the lower the counterproductive behavior of Civil Servants of Central Lombok Regency.

The influence of the Organizational Justice variable on counterproductive work behavior in the Central Lombok Regency government environment is the suitability of attitude superiors who listen to employee problems before making decisions that are considered fair. There is an attitude of directors who considers employee rights and treats an employee with dignity, attention, and respect, and are given equal opportunities in the work environment of the Central Lombok Regency government for employees to voice opinions to work decisions. In this case, everything has been judged to be fair or what the employee feels is following organizational justice, which can reduce the level of counterproductive work behavior by civil servants in Central Lombok Regency. Several things that employees in counterproductive work behavior have shown are low interest in leaving work early,

The results of this study support the research of Wijayanti (2017); Yogasari and Budiasih (2019), which result that organizational justice has a direct negative effect on counterproductive work behavior, which means that fair organizational justice will reduce counterproductive work behavior.

According to Kanten and Ulker (2013), counterproductive behavior is influenced by individual and organizational factors. Employees' perceptions of the fairness of an organization are included in organizational characteristics, which are one of the factors that cause counterproductive behavior. Organizational justice is the views or feelings of employees towards themselves and others regarding the results of decisions made by the organization (Irwandi & Puspituadewi, 2012). Employees perceive how the organization treats them in the long run. With organizational justice applied by the organization, employees can predict and control the results they want from the organization (Winurini, 2014).

This statement supports the research conducted by Oge et al. (2015), which states that employees are more likely to engage in counterproductive work behavior because of forms of injustice within the organization. Meanwhile, according to Kaddarudin et al. (2012), organizational justice is defined as the level of employee job satisfaction with the fairness or injustice of the organization, which means that if employees feel the existence of justice in the organization, the employees will be more satisfied with their feelings for their work. Viceversa, if employees feel a lack of justice in the organization, they will be less confident with their work.

### **Organizational Justice affects Work Stress**

The results of this study indicate that Organizational Justice harms work stress in civil servants in Central Lombok Regency. It is proven that the negative influence is seen in Appendix 4, which has a meaning. Namely, the better organizational justice felt by employees, the lower the work stress of Civil Servants in Central Lombok Regency.

The results of this study support the research of Judge and Colquitt (2004); Niknamian (2019) shows that organizational justice harms job stress. According to Francis and Barling (2005), corporate injustice is considered a source of tension in all its aspects. Ambrose et al. (2007) stated that organizational justice could be divided into distributive justice, procedural justice, and interactional justice. Distributive justice refers to the perceived fairness of the results received. Procedural justice refers to the perceived fairness of the decision-making process, and interactional justice is the perceived fairness of the interaction process between employees and superiors.

Owolabi (2012) states that employees will react to the company's actions and decisions daily. Employees' perceptions of fair or unfair decisions made by the company will affect

employees' behavior. Employees' perception of injustice in the company will produce positive and negative results. Bakhsi et al. (2009) stated that an employee's perception of organizational justice greatly influences their attitudes and behavior at work.

### **Organizational Justice affects Counterproductive Work Behavior**

The results showed that Organizational Justice effect on Counterproductive Work Behavior through Work Stress on Civil Servants of the Central Lombok Regency. In this study, job stress is an intervening variable that affects the influence of organizational justice on counterproductive work behavior. Job stress emerged as a stimulus in influencing organizational justice to the counterproductive work behavior of civil servants in the Central Lombok Regency Government. The results of this study support the research of Judge and Colquitt (2004); Niknamian (2019); Wijayanti (2017); Yogasari and Budiasih (2019), which show that work stress is a factor that significantly influences organizational justice on counterproductive work behavior.

### **Work Stress affects Counterproductive Work Behavior**

The results of this study prove that work stress significantly affects the Counterproductive Work Behavior of Civil Servants in the Central Lombok Regency. Previous research on the effect of job stress on behavior was conducted by Robinson and Bennett (1995) and Boyd et al. (2009). They found that work stress causes the formation of deviant behavior. On the other hand, Golparvar et al. (2012) found that work stress at low levels harmed strange behavior, while work stress at high levels positively impacted peculiar behavior.

Mangkunegara (2004) states that work stress is a feeling of pressure experienced by employees in dealing with their work. Job stress is defined as an individual's dysfunctional awareness or sense caused by things that are uncomfortable, unwanted, or perceived as threats at work (Montgomery et al. 1996). Excessive work stress causes emotional stability disorders such as depression, anxiety, and anxiety, negatively affecting work behavior. Sackett and DeVore (2001) have defined counterproductive behavior as `intentional behavior on the part of members of an organization that is contrary to the interests, vision, and mission of the organization.

The results of this study support by Salami (2010); Chand & Chand (2014); Prasetyanta (2018); Farrastama et al. (2019) work stress show that work stress has a positive effect on counterproductive work behavior.

## **CONCLUSION**

Based on the results of research, it can be concluded several things as follows:

- 1) Big Five Personality Negative and Significant Effect on Counterproductive Work Behavior of Civil Servants in Central Lombok Regency.
- 2) Big Five Personality Negative and Significant Effect on Work Stress of Civil Servants in Central Lombok Regency.
- 3) Big Five Personality has Negative and Significant Effect on Counterproductive Work Behavior through Work Stress of Civil Servants in Central Lombok Regency.
- 4) Organizational Justice has Negative and Significant Effect on Counterproductive Work Behavior of Civil Servants in Central Lombok Regency.
- 5) Organizational Justice has Negative and Significant Effect on Work Stress of Civil Servants in Central Lombok Regency.
- 6) Organizational Justice has Negative and Significant Effect on Counterproductive Work Behavior through Work Stress of Civil Servants in Central Lombok Regency.
- 7) Job Stress has a Positive and Significant Effect on Counterproductive Work Behavior of Civil Servants in Central Lombok Regency.

## RECOMMENDATION

- 1) Central Lombok Regency agencies must strengthen spirituality in the workplace so that a sense of self-awareness grows from within the importance of duties and responsibilities in doing every job.
- 2) There is a need for every employee to remain wise in dealing with any excessive workload so that they remain professional in their work.
- 3) It is necessary to strive for regular morning exercise, not only every Friday morning. It will strengthen the physical condition of the employees.
- 4) By strengthening spirituality in the workplace by Central Lombok Regency agencies to suppress deviant work behavior to maintain agency performance and maintain the agency's image in the eyes of the public.

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