



# Effect of Emotional Intelligence on Counterproductive Work Behavior with Job Stress as An Intervening Variable: Study on Civil Servants in Mataram City



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counterproductive work;  
emotional intelligence;  
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## Abstract

This study aims to analyze the effect of knowing and analyzing the effect of Emotional Intelligence on Counterproductive Work Behavior, to find out and analyze the influence of Emotional Intelligence on Job Stress and to determine and analyze the effect of Job Stress on Counterproductive Work Behavior on Civil Servants in Mataram City. The population in this study were echelon IV civil servants in the city of Mataram as many as 734 people. The number of samples is 90 people. Data collection techniques were conducted using questionnaires, documentation, and interviews, while the data collection tools used questionnaires. The analytical tool used is PLS (Partial Least Square) with the help of the SmartPLS 3.0 program. The results showed that Emotional Intelligence had a negative and insignificant effect on Counterproductive Work Behavior, Emotional Intelligence had a negative and significant effect on work stress, Job Stress had a positive and significant effect on Counterproductive Work Behavior and Emotional Intelligence had a negative and significant effect on Counterproductive Work Behavior mediated by work stress.

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## Contents

Abstract .....	
1. Introduction .....	
2. Materials and Methods .....	
3. Results and Discussions .....	
4. Conclusion .....	
Acknowledgements .....	

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References .....	.....
Biography of Authors .....	.....

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## 1. Introduction

The important role of Human Resources in an organization or company is quite vital. Credible human resources are needed in designing and implementing management concepts from planning to evaluation. With the high job demands of the organization and the various characteristics of each employee, it can sometimes lead to an employee carrying out counter-productive Work Behavior (CWB). Gruys & Sackett (2003) argue that Counter-Work Behavior is any intentional behavior of members of an organization seen by the organization as contrary to the interests of the organization.

In this study, researchers will conduct research on Counterproductive Work Behavior in Civil Servants in the City of Mataram. The importance of the position of Civil Servants in implementing good governance makes Civil Servants one of the important actors in realizing the goals to be achieved for the welfare of society. So that the position and role of civil servants in every government organization are very decisive, because Civil Servants are the backbone of government in carrying out national development (Hartini, 2008). So if there are still civil servants who do Counterproductive Work Behavior then it will be very detrimental to the government because it can hamper their work. Counterproductive work behavior is behavior that is intended to disrupt the organization and its members (Penney & Spector, 2002). Counterproductive work behavior is generally defined as intentional behavior acting against organizational interests (Chang & Smithikrai, 2010).

An organization or company has members who have various kinds of traits and behaviors. Sometimes the variety of behaviors that exist within an organization also has different Emotional Intelligence (EI).

Emotional intelligence is very important for human resources in an organization or company (Maulana & Pujotomo, 2016). According to Goleman (2009), Emotional Intelligence is the ability to recognize the feelings of others, the ability to motivate themselves, and the ability to manage emotions well in themselves and in relationships with others. High emotional intelligence will help individuals overcome conflict and create controlled working conditions resulting in high work performance. While low emotional intelligence will have a negative impact on employees because each individual is less able to make rational decisions and cannot deal with conflict well (Maulana & Pujotomo, 2016).

Emotional Intelligence possessed by a person can influence CWB. The results of Luqman *et al.*, (2015) say that Emotional Intelligence has a negative effect on CWB. The exact results also occur in Miao *et al.*, (2017), Raman *et al.*, (2016), Manzoor *et al.*, (2014), Chiamaka *et al.*, (2015) and Emami (2014) shows that Emotional Intelligence has an influence negative for Counterproductive Work Behavior. So, if someone has high emotional intelligence, it will reduce the level of Counterproductive Work Behavior that is owned by an employee. However, the research of Maulana & Pujotomo (2016) found that one of the Emotional Intelligence indicators, namely Use of emotion, had an insignificant influence on CWB.

In addition, EI is also important in minimizing work stress. Another definition of stress is put forward by Gibson (1993) and Greenberg & Baron (1995) in Ferijani & Rahutami (2001), namely stress as a form of emotional and physical reactions that arise in response to demands from within or from outside the organization. While according to Handoko (2010) suggests where stress is a condition of tension that affects emotions, the process of thinking and condition of a person. Stress that is too large can threaten a person's ability to deal with environmental conditions. So one of the causes of work stress can be influenced by someone's psychology where one of them is EI. So, Emotional Intelligence can minimize work stress so that if work stress is low then the possibility of employees doing CWB will be low.

Yamani *et al.*, (2014) in his research explained that there is a negative relationship between Emotional Intelligence to work stress. The results of these studies are also in line with the research of Bulik (2005) and Abdillah & Rahmat (2017) who also say that emotional intelligence has a negative influence on work stress. This means that the higher Emotional Intelligence a person has can lower the level of work stress experienced by an employee.

If an employee has a high level of emotional intelligence, the lower the level of work stress and vice versa, the lower the EI that someone has to eat can make work stress become high. So, with good Emotional Intelligence can reduce work stress which makes the CWB level to be low too.

[Robbins \(2003\)](#) defines stress as a dynamic condition in which individuals face opportunities, constraints, or demands related to what they really want and whose results are perceived as uncertain but important. It is important for organizations to pay attention to their members to avoid work stress because high work stress can threaten a person's ability to deal with the environment, which ultimately disrupts the implementation of an employee's duties which can trigger an employee to carry out counter-productive work behavior (CWB). )

[Salami \(2010\)](#) in his study said that work stress has a positive influence on Counter-productive Work Behavior (CWB) where similar results were also found in [Chand & Chand's research \(2014\)](#). So, if work stress increases, the CWB level can also increase.

Researchers feel that Emotional Intelligence can influence work stress and Counterproductive Work Behavior because with the Emotional Intelligence variable researchers want to see as much the influence of Emotional Intelligence in influencing Job Stress and Counterproductive Work Behavior in Civil Servants in Mataram City.

### Theory

#### 1) Job Stress

[Robbins \(2003\)](#) defines stress as a response in adapting which is influenced by individual differences and psychological processes, as a consequence of action.

#### 2) Emotional Intelligence

[Casmini \(2011\)](#) says that emotional intelligence in the meaning of lust is understood as a potential that can be managed toward goodness, because lust is not merely negative as anger, sadness, but if the potential for anger and sadness gets optimal management in humans, everything will direct humans into life success.

#### 3) Counterproductive Work Behavior

[Gruys & Sacket \(2003\)](#) argue that Counterproductive Work Behavior, ie any intentional behavior on the part of an organization member is viewed by the organization as being contrary to its legitimate interests which means that any intentional behavior of members of the organization seen by the organization is against the interests of the organization.

#### 4) Conceptual Framework

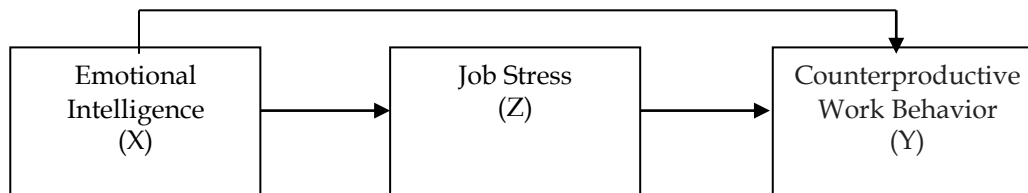


Figure 1. Conceptual Framework

#### 5) Hypothesis

The hypothesis proposed in this study are as follows:

H1: Emotional Intelligence has a negative and significant effect on Counterproductive Work Behavior

H2: Emotional Intelligence has a negative and significant effect on Job Stress

H3: Job Stress has a positive and significant effect on Counterproductive Work Behavior

H4: Emotional Intelligence has a negative and significant effect on Counterproductive Work Behavior with Job Stress as an Intervening Variable

## 2. Materials and Methods

In accordance with the formulation of the problem and the objectives to be carried out, the type of research used in this study is causal research. "Causal research is research that aims to find out the causal relationship between two variables or more" ([Silalahi, 2010](#)). The population in this study were echelon IV

civil servants in the city of Mataram with a total population of all main agencies in the government of the city of Mataram is 734 people. The number of samples used is 90 people.

#### Operational Definition of Variables

Based on the identification of the above variables, these variables can be explained as follows:

1. Counterproductive Work Behavior ( Y )  
The assumption of respondents, namely Civil Servants in the City of Mataram against adverse work behavior where respondents work consciously and without coercion.
2. Job Stress ( Z )  
The assumption that respondents are Civil Servants in the City of Mataram against the excessive workload given by the company to them in carrying out their work.
3. Emotional Intelligence ( X )  
The assumption of respondents, namely Civil Servants in the City of Mataram against the emotions possessed by the respondents.

#### Data Analysis Procedure

Data analysis and hypothesis testing of this study were conducted using the Partial Least Square (PLS) approach using SmartPLS version 3.0 software. Data Analysis procedure that used in this research is Descriptive Analysis, used to analyze data by describing or describing collected data as they are without intending to make applicable conclusions to be generalized. Inferential Statistical Analysis is used to analyze sample data and the results are applied to the population (Sugiyono, 2013).

### 3. Results and Discussions

#### 3.1 Evaluation of Fit Model

##### a) Convergent Validity

The Convergent Validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score estimated by the smartPLS software. Referring to the criteria set by Hair *et al.*, (2013) indicators that have a loading value of less than 0.3 are removed from the analysis. In this study used a loading factor limit of 0.30

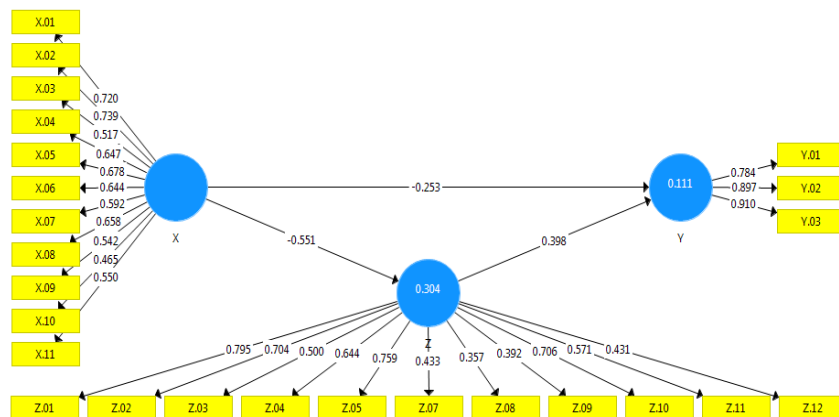


Figure 2. The result of the analysis of PLS

##### b) Discriminant Validity

Discriminant validity is done by comparing the root values of AVE for each construct with a correlation between constructs and other constructs (among other latent variables). Indicators are considered to meet discriminant validity if the root AVE is greater than the correlation among the latent variables. The results of the discriminant validity test appear in the following table:

Table 1  
Square Value of Root of Average Variance Extract (AVE) Latent Variable Research

Variable	AVE	$\sqrt{AVE}$	Explanation
EI (X)	0.384	0.620	Valid
CWB (Y)	0.749	0.865	Valid
SK(Z)	0.350	0.591	Valid

Based on table 1, it can be seen that the  $\sqrt{AVE}$  is greater than 0.5 so it can be concluded that the variables used in the study are valid. All variables analyzed were greater than the highest correlation value between each independent variable with other variables.

### c) Composite Reliability

Criteria for validity and reliability can also be seen from the value of the reliability of a variable. Variables are said to have high reliability if the composite value is reliability above 0.70. In Table 2, the Composite Reliability value is presented.

Table 2  
Value of Composite Reliability

Variable	<i>Composite Reliability</i>
EI (X)	0.871
CWB (Y)	0.899
SK (Z)	0.847

Table 2 shows that all variables meet the composite reliability because the value is above the recommended number (0.70) which means that all variables have met reliable criteria. Based on the results of the overall evaluation, both convergent validity, discriminant validity, and composite reliability have been presented, it can be concluded that items as a measure of latent variables are valid and reliable gauges.

### 3.2 Structural Testing

Testing the inner model or structural model is done to see the relationship between variables, significance values and R-square of the research model. Structural models were evaluated using R-square for the dependent variable, t-test, and significance of the coefficient of structural path parameters. Reflexive indicators are used in this study because the indicators of each variable are a combination of several expert opinions and findings in previous studies. There are requirements that must be met in using SEM-PLS, namely the relationship between indicators with variables must be strong (highly correlated).

Assessment of the model with PLS begins by looking at the R-square for each dependent latent variable. Changes in the value of R-square can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have substantive effects. Table 3 shows the results of the R-square estimation using SmartPLS.

Table 3  
R-Square Value

Variable	<i>R-Square</i>	<i>R-Square Adjusted</i>
CWB (Y)	0.111	0.091
SK (Z)	0.304	0.296

Table 3 shows the R-square value of adjusted Counterproductive Work Behavior variable of 0.091 and Job Stress of 0.296. The higher the Adjusted R-square value, the greater the ability of the exogenous variable can be explained by endogenous variables so that the structural resistance is better. Counterproductive Work Behavior variables have adjusted R-square value of 0.091 which means that 9% variance Emotional

Intelligence (EI) and work stress are able to explain Counterproductive Work Behavior variables, while the rest is explained by other variables outside the research model. The Job Stress variable has an adjusted R-square value of 0.296 which means 30% variance Emotional Intelligence, while the rest is explained by other variables outside the research model.

### 3.3 Results of Hypothesis Test

Table 4  
The result of the hypothesis test by partial least square

Variabel	Original Sample	Standard Deviation	T Statistics	P Value	Explanation
EI (X) → CWB (Y)	-0.253	0.136	1.858	0.064	Negative and Not Significant
EI (X) → SK (Z)	-0.551	0.063	8.762	0.000	Negative and Significant
SK (Z) → CWB (Y)	0.398	0.128	3.106	0.002	Positive and Significant
EI (X) → SK (Z) → CWB (Y)	-0.219	0.081	2.719	0.007	Full Mediation

#### a) Effects of Emotional Intelligence on Counterproductive Work Behavior

Hypothesis 1 states that EI has a negative and not significant effect on Counter-Productive Work Behavior. The test results on the parameter coefficient between EI and Counter-Productive Work Behavior indicate a negative relationship with a coefficient of -0.253 with t-statistic value of 1.858 and significant at  $\alpha = 0.050$ . The t-statistic value is below the critical value 1,960, thus  $H_a$  is rejected. This shows that EI has a negative effect on CWB but the effect is not significant.

The results of the data analysis show that Emotional Intelligence has a negative and not significant effect on Counterproductive Work Behavior. Emotional Intelligence has a negative effect on Counterproductive Work Behavior, meaning Emotional Intelligence is the opposite of its influence on Counterproductive Work Behavior. This means that the higher the level of Emotional Intelligence possessed by Civil Servants in the City of Mataram, the lower the level of Counterproductive Work Behavior. Vice versa, the lower the level of Emotional Intelligence that is owned by Civil Servants in the City of Mataram, the lower the level of Counterproductive Work Behavior. Emotional Intelligence has no significant effect on Counterproductive Work Behavior, meaning that the level of Emotional Intelligence possessed by Civil Servants in the City of Mataram in the organization where they work is not able to influence the level of Counterproductive Work Behavior.

Previous studies have provided theoretical results and empirical evidence that EI has a negative effect on CWB. The results of [Luqman et al., \(2015\)](#) say that Emotional Intelligence has a negative effect on CWB. The exact results also occur in [Miao et al., \(2017\)](#); [Raman et al., \(2016\)](#); [Manzoor et al., \(2014\)](#); [Chiamaka et al., \(2015\)](#) and [Emami \(2014\)](#) shows that Emotional Intelligence has an influence negative for Counterproductive Work Behavior. So, if someone has high emotional intelligence, it will reduce the level of Counterproductive Work Behavior that is owned by an employee.

Related to the findings of this study that EI had no significant effect on CWB on Civil Servants in the City of Mataram, due to several facts including:

The working period characteristics of 90 respondents where in this study the majority of the tenure of Civil Servants is 11-20 years at 56.7%. Where with a very long working period will provide experience in controlling Counterproductive Work Behavior. If it is associated with the age characteristics of respondents where in this study were dominated by civil servants aged 41-50 years because at the age of maturity age to occupy echelon IV, of course civil servants who are in this age range even older will also have a level of maturity in thinking and have high Emotional Intelligence so that they have more ability to control Counter-Productive Work Behavior so they can direct themselves to do their jobs in a positive direction that benefits both employees and the organization. So, EI is no longer a problem for Civil Servants in influencing CWB.



The results of this study have similarities with the research of [Maulana & Pujotomo \(2016\)](#) examining Emotional intelligence against Counterproductive Work Behavior. In the study of [Maulana & Pujotomo \(2016\)](#), it was found that one of the Emotional Intelligence indicators, namely Use of emotion, had no significant effect on CWB. From the previous research, it can be seen that there are still insignificant EI indicators for CWB, this also does not rule out the possibility that the same results will occur, even more, EI indicators that are not significant towards CWB if research is carried out elsewhere as in this study who research in a different location.

#### b) Effect of Emotional Intelligence on Job Stress

Hypothesis 2 states that EI has a negative and significant effect on Job Stress. The test results on the parameter coefficients between Emotional Intelligence on Job Stress show a negative relationship with a coefficient of -0.551 with t-statistic value of 8.762 and significant at  $\alpha = 0.050$ . The t-statistic value is above the critical value 1,960, thus  $H_a$  accepts. This shows that EI has a negative and significant effect on Job Stress.

The results of data analysis showed that Emotional Intelligence had a negative and significant effect on Job Stress. This gives an indication that the hypothesis proposed in the study is acceptable. EI owned by civil servants in the city of Mataram has a negative and significant impact on Job Stress. Thus it can be seen that the higher the level of Emotional Intelligence, the Job Stress level will be low.

Related to the findings of this study that Emotional Intelligence has a negative and significant effect on Job Stress on Civil Servants in the City of Mataram, due to several things, it can be seen from the description of answers from respondents where the EI variable value is moderate and the value of the Job Stress variable is low in Civil Servants in Mataram City. If an increase in Emotional Intelligence will have a significant impact on influence, where if Emotional Intelligence increases it can reduce the level of Job Stress that civil servants have in the City of Mataram.

If it is associated with the age characteristics of respondents where in this study were dominated by civil servants aged 41-50 years because at the age of maturity age to occupy echelon IV, of course, civil servants who are in this age range even older will also have a long working period where with this long working period, civil servants have experience and level of maturity in their Emotional Intelligence.

The hypothesis testing conducted proves that there is a negative and significant influence between Emotional Intelligence and Job Stress. The results of this study support the results of research conducted by [Yamani \*et al.\*, \(2014\)](#), in his study explained that there is a negative relationship between Emotional Intelligence to work stress. The results of these studies are also in line with the research of [Bulik \(2005\)](#) and [Abdillah & Rahmat \(2017\)](#) who also say that emotional intelligence has a negative influence on work stress. This means that the higher Emotional Intelligence a person has can lower the level of work stress experienced by an employee.

#### c) Effect of Job Stress on Counter-Productive Work Behavior

Hypothesis 3 states that Job Stress has a positive and significant effect on Counter-Productive Work Behavior. The test results on the parameter coefficient between Job Stress on Counter-Productive Work Behavior indicate a positive relationship with a coefficient of 0.398 with t-statistic value of 3.106 and significant at  $\alpha = 0.050$ . The t-statistic value is above the critical value 1,960, thus  $H_a$  accepts. This shows that EI has a positive and significant effect on Job Stress.

The results of the data analysis show that Job Stress has a positive and significant effect on Counter-Productive Work Behavior. This means that Job Stress, measured through 4 (four) indicators, namely (Expenses, Working Time, Feedback obtained and Responsibilities) has a positive and significant effect. This shows that the hypothesis proposed in the study is acceptable. Job Stress of Civil Servant in Mataram City has a positive and significant impact on Counter-productive Work Behavior. Thus it can be seen that the lower the Job Stress that is owned, the Counter-Productive Work Behavior will be low.

Related to the findings of this study that Job Stress has a positive and significant effect on Counter-Productive Work Behavior in Civil Servants in Mataram City, due to several things, it can be seen from the description of answers from respondents where the value of the Job Stress variable is low and the Counter-Productive Work Behavior variable value relatively low in civil servants in the city of Mataram. If low Job Stress will have a significant impact on influence, where any low Job Stress can also reduce the Counter-Productive Work Behavior that civil servants have in the City of Mataram.

The hypothesis testing conducted proves that there is a positive and significant influence between Job Stress and Counter-Productive Work Behavior. The results of this study support the results of research conducted by [Salami \(2010\)](#) in his study saying that work stress has a positive influence on Counter-productive Work Behavior (CWB) where similar results were also found in [Chand and Chand's research \(2014\)](#). So, if work stress increases, the CWB level can also increase.

d) Effect of Emotional Intelligence on Counterproductive Work Behavior with Job Stress as an intervening variable

Hypothesis 4 states that EI has a negative and significant effect on Counter-Productive Work Behavior with work stress as a mediating variable. The test results on the parameter coefficient between EI and Counter-Productive Work Behavior with work stress as a mediating variable indicate a negative relationship with a coefficient of -0.219 with t-statistic value of 2.719 and significant at  $\alpha = 0.050$ . The t-statistic value is below the critical value 1,960, thus  $H_a$  is accepted. This shows that EI has a negative effect on CWB with work stress as a mediating variable. So that it can be stated that work stress functions as full mediation in the effect of EI on CWB on Civil Servants in the City of Mataram, meaning that Emotional Intelligence is not able to significantly influence Civil Servant Counterproductive Work Behavior in Mataram without going through work stress.

The results of the analysis in this study also found that Emotional Intelligence had a negative and significant effect on Counter-Productive Work Behavior with Job Stress as intervening. The test results on the parameter coefficient between Emotional Intelligence against Counter-Productive Work Behavior and Job Stress as intervening indicate a positive relationship with a coefficient of -0.219 with t-statistic value of 2.719 and significant at  $\alpha = 0.050$ . The t-statistic value is above the critical value 1,960, thus  $H_a$  accepts.

The results of this study also support the theory put forward by [Goleman \(2009\)](#) who says that Emotional Intelligence is a person's ability to manage these emotions. Meanwhile, according to [Handoko \(2010\)](#) says where stress is a condition of tension that affects emotions, the process of thinking and one's condition. From the two theories, if it is associated if someone has a good EI, they can avoid stress on that person. So, with the high Emotional Intelligence that someone has, it will directly reduce the level of work stress. With such low work stress, an employee can also have a low CWB level.

[Gruys & Sacket \(2003\)](#) argue that Counter-Work Behavior is any intentional behavior of members of an organization seen by the organization as contrary to the interests of the organization. So, work stress has a relationship with CWB because the high potential of CWB arises due to high work stress which is in accordance with this study which shows positive results between Job Stress and CWB.

With the high EI, a civil servant can reduce the level of stress on their work so that with low job stress it will also be low also the level of Counter-Productive Work Behavior of Civil Servants in the City of Mataram. Based on the results of this study the role of Job Stress itself is important as an Intervening variable between Emotional Intelligence towards Counter-Productive Work Behavior.

So the effect of Job Stress on Counter-Productive Work Behavior through Emotional Intelligence in the findings of this study is a full mediation model, which found a positive and not significant direct effect between EI on Counter-Productive Work Behavior in civil servants in Mataram City but through Job, Stress found results significant between EI and CWB.

#### 4. Conclusion

The results of the study concluded that Emotional Intelligence had a negative and significant effect on Counter-Productive Work Behavior with Job Stress as an Intervening variable in Civil Servant respondents in the city of Mataram but Emotional Intelligence had a positive and insignificant effect on Counter-Productive Work Behavior when tested directly. The descriptive analysis concluded that the Emotional Intelligence variable is included in the medium criteria, the Counter-Productive Work Behavior variable is included in the low criteria, and for the Job, Stress variable is included in the low criteria. Furthermore, the results of statistical analysis testing the hypothesis concluded:



- 1) Emotional Intelligence has a negative and not significant effect on Counter-Productive Work Behavior. This shows that the higher Emotional Intelligence is, the lower the level of Counter-Productive Work Behavior but does not directly affect Counter-Productive Work Behavior.
- 2) Emotional Intelligence has a negative and significant effect on Job Stress. This shows that the higher the level of Emotional Intelligence possessed by civil servants in the city of Mataram, then the level of work stress that is owned will decrease, and vice versa if the level of Emotional Intelligence is low, the level of work stress of civil servants in Mataram City will increase.
- 3) Job Stress has a positive and significant effect on Counter-Productive Work Behavior. If the level of work stress held by civil servants in Mataram City is high, the level of Counter-Productive Work Behavior owned will increase, and vice versa if the level of Job Stress of Civil Servant in Mataram City is low, the level of Counter-Productive Work Behavior owned will decrease.
- 4) The Effect of Emotional Intelligence on Counter-Productive Work Behavior with Job Stress as an intervening variable has a negative and significant effect, so mediation can be interpreted as full mediation.

### *Suggestions*

Decision makers must consider how to minimize the potential for the emergence of further Job Stress, in order to lower the level of Counter-Productive Work Behavior that is owned by every Civil Servant at the agency. Practices that can be taken as suggestions in this study are:

- 1) The Mataram City Government should advise every Head of Office to pay more attention to the Civil Servants who feel they have a workload that exceeds their co-workers in order to avoid Work Stress for these employees and give assignments to each of their subordinates more evenly.
- 2) It is recommended for Civil Servants to be smarter in managing their emotional level so that work stress and Counter-Productive Work Behavior do not increase.
- 3) 3) Based on the results of this study it was found that a direct relationship between Emotional Intelligence to Counterproductive Work Behavior had a negative and insignificant effect. So, for further research, it is recommended to consider factors other than Emotional Intelligence or use more than one independent variable.

For further research, it is also recommended to select a sample of research that is further narrowed and expand the scope of the research location.

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