

# Counterproductive Work Behavior: A Review of Narcissism, Work Stress and Organizational Justice with Gender Roles as a Moderation

Linda Wati

Management, Universitas Bung Hatta, Sumatera Barat, Indonesia

Tun Huseno

Institute of Home Affair Governance (IPDN), Indonesia

Surya Dharma, Jihan Fatmawati

Management, Universitas Bung Hatta, Sumatera Barat, Indonesia

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## Abstract

This study investigates counterproductive work behavior (CWB) in Indonesian government offices, focusing on narcissism, work stress, and organizational justice. Conducted among employees of the Regional Financial and Asset Management Agency (BPKAD) in Padang City, the research highlights the detrimental impact of explicit and implicit narcissism on CWB. Work stress, exacerbated by bureaucratic processes and dissatisfaction, emerges as a significant contributor to counterproductive actions. Organizational justice, encompassing distributive, procedural, and interactional fairness, proves effective in mitigating CWB. The study introduces gender as a moderating variable, examining its influence on the relationships between narcissism, work stress, organizational justice, and CWB. While gender does not amplify the effects of narcissism and work stress, it does moderate the impact of organizational justice on CWB. Findings underscore the need to address organizational weaknesses, provide leadership training, and acknowledge the role of gender in cultivating a just and productive work environment. Despite certain limitations, this research provides valuable insights into understanding and preventing counterproductive work behavior in government offices.

**Keyword:** Counterproductive Work Behavior, Narcissism, Job Strees, Organizational Justice

## Introduction

Counterproductive work behavior in Indonesian government offices is influenced by unhealthy organizational culture, complicated bureaucratic processes, political dynamics,

employee dissatisfaction, and lack of attention to human resource development. Counterproductive work behavior in government offices includes various actions such as leaving without permission during working hours, truancy, extending rest time, leaving work before time, gossiping, using office facilities outside of work purposes, and accessing the internet for things that have nothing to do with work. employment, bullying, and corruption (Nugraha et al., 2021). Studies show that counterproductive work behavior can hurt a company's productivity and business (Putra et al., 2020).

Counterproductive work behavior does not just appear. Explicit and implicit narcissism is positively related to Counterproductive Work Behavior (CWB), with the highest levels of CWB observed in individuals with high levels of explicit and implicit narcissism (Fatfouta & Schwarzingler, 2023). Narcissists are very sensitive to negative feedback or information. They view social life as a struggle to be dominant. However, in reality, many things are found that are not in line with expectations, of course for a narcissist this will threaten his ego, for example, a work environment that does not support a narcissist to use his abilities and motivation. This ego threat takes the form of negative emotions or anger. Manifestations of this can take the form of hostility, frustration, absenteeism, and reduced performance which will lead to counterproductive work behavior.

Counterproductive work behavior in the workplace occurs due to employee reactions to work stress and other factors that can cause negative emotions. Study Fox et al (2001) prove that work stress is the main factor that causes several forms of counterproductive work behavior. The complicated and slow bureaucratic processes that apply in Indonesian government offices contribute to employee stress, causing some people to use unethical behavior. A study by Nopita et al (2022); Jain (2013) emphasizes the negative impact of bureaucracy on employee morale and job satisfaction, ultimately creating a favorable environment for counterproductive actions. Employee dissatisfaction, stemming from low job satisfaction and inadequate support from superiors, serves as a driver for counterproductive behavior.

Factors such as organizational justice and negative affect can also influence counterproductive work behavior in organizations (Yoseanto et al., 2018). Risk management can also be an important factor in preventing counterproductive behavior in government (Ludmilla, 2023). In this context, it is important to pay attention to the role of the psychological contract, organizational support, and psychological capital in predicting counterproductive work behaviour (Nopita et al., 2022; Meilian et al., 2020; Widiarti & Baidun, 2019)

A lack of emphasis on human resource development leaves a workforce with insufficient skills and understanding, potentially resulting in counterproductive actions. Research by (Nugraha et al., 2021) highlights the importance of investing in human resource development to promote a culture of professionalism and ethical behavior within government offices. Counterproductive work behavior will hurt the existence of an organization in the long term. Such behavior is often found in the world of work, whether we realize it or not. One form of counterproductive work behavior that is often encountered unconsciously by employees in particular.

One of the government agencies, namely the Regional Financial and Asset Management Agency (BPKAD), is a very important one. BPKAD is very important because it is responsible for managing regional finances and assets. Padang City, as the capital of West Sumatra Province, has received an Unqualified Opinion (WTP) from the Regional Audit Agency for 10 consecutive years. BPKAD plays a key role in financial planning, revenue collection,

expenditure management, and asset management for local governments. In this way, the BPKAD Service helps ensure the effective and efficient use of public funds.

The lack of an effective oversight system allows counterproductive behavior to persist undetected in government offices. The importance of strong supervision and monitoring mechanisms to prevent and overcome unethical behavior in public sector organizations, especially in agencies/departments that manage regional finances. Counterproductive work behavior will hurt the existence of an organization in the long term. This behavior is often found, whether consciously or not.

Gender is an important variable in much research on behavior. Regarding counterproductive work behavior, it turns out that there is not much research/literature that explores gender as a moderating variable. The positioning of gender as a moderator is more often found in contexts outside of work. Gender moderation is more often found in the social psychology and developmental psychology literature. Several meta-analysis studies prove this.

The scarcity of literature for the scope of work and the inconsistency of findings from existing research provide great potential for exploring gender as a moderator. By utilizing meta-analysis findings in the field of developmental psychology, it turns out that aggression (as a form of negative behavior) is always different between men and women. Aggression carried out by men tends to lead to physical and verbal aggression. Meanwhile, in women, this aggression leads more to the destruction of relationships (Sulea et al., 2015).

This research will look at narcissism, work stress, and organizational justice influencing counterproductive behavior in BPKAD Padang City. Apart from that, this research will also look at whether gender plays a moderating role.

This research is important because it will highlight and discuss the serious impact of counterproductive work behavior in Indonesian government offices, especially in offices that are responsible for managing local finances such as offices Regional Financial and Asset Management Agency (BPKAD). There is an unhealthy organizational culture, complex bureaucracy, and other internal and external factors that trigger counterproductive work behavior. Counterproductive work behavior has serious implications for the performance and morality of the Civil State Apparatus (ASN) and the efficiency of the organization as a whole. This research has the potential to provide concrete and in-depth solutions that can help address this problem by improving the well-being and performance of government officials. The contribution of this research can be seen from several aspects. First, this research will give a deeper understanding of the factors that trigger counterproductive work behavior, including narcissism, work stress, and organizational justice. It would be a strong basis for designing effective intervention strategies to reduce counterproductive behavior in the workplace.

Furthermore, the research has the potential to open up new insights into the role of gender as moderation in the context of counterproductive work behavior. It not only adds to the literature about gender and counter-productive behaviors in the workplace but also provides a deeper understanding of how gender variables can affect individual responses to work stress and contributions to negative behavior.

The results of this study can provide concrete recommendations for improving management policies and practices in government offices. These include the development of human resource development programs, improvement of supervisory mechanisms, and efforts to improve State apparatus satisfaction. Thus, the study is expected to provide practical

guidance for organizational leaders and policymakers in improving working conditions in the public sector.

## **Literature Review**

### **Counterproductive Behavior**

Chang & Smithikrai (2010) define counterproductive behavior, as intentional behavior that is contrary to the interests of the organization because it conflicts with applicable norms. Fox et al., (2001) define counterproductive work behavior as work behavior that is intended to disrupt the organization or organizational members, such as theft, sabotage or interpersonal aggression, slow work, wasting time and/or materials, and spreading rumors. This behavior can include tardiness, indiscipline, inability to complete work well, disobedience to superiors' orders, and so on.

Gruys & Sackett (2003) define counterproductive work behavior as intentional employee behavior that is contrary to the interests of the agency. The agency's interests here are those that consider ethics and universal moral values. There are eleven forms of counterproductive work behavior, namely: theft, destruction of company property, verbal aggression to hurt friends, physical aggression that disturbs and endangers co-workers, misuse of working time, misuse of agency resources, misuse of information, high levels of absenteeism, low Work quality.

### **Narcissism**

In a psychological context (Robbins & Judge, 2017) describes a narcissistic person as someone who has an excessive sense of self-importance, requires excessive admiration, always feels capable, and tends to be arrogant.

Narcissism is the arrogant nature of a person who likes to compare himself with other people, has a selfish nature, and thinks that he is greater and more special than other people. A person who has narcissism has the characteristics of always wanting approval from others, low levels of empathy, needing excessive admiration from others, and tends to be arrogant and conceited (Fatfouta & Schwarzinger, 2023).

Campbell & Foster (2002) state that individuals with narcissistic personalities have an unrealistic self-concept and have a great desire to strengthen a positive self-image

### **Work Stress**

Work stress can generally be understood as a feeling of tension that a person experiences at work. Apart from work stress being seen as a result of the physical environment, work stress can also be seen as a result of interpersonal social interactions both with co-workers and superiors. Interpersonal relationships that are not conducive can be seen in conditions where there is too much conflict between individuals, a lack of friendship between people, a crisis of tolerance, and so on. Such tense working conditions not only result in a dull working atmosphere among workers but also have an impact on how people in the organization serve other people, both guests and co-workers. (Robbins, & Judge 2017) defines work stress as a condition that exists within a person in an individual that is dynamic in facing several things such as opportunities, obstacles/constraints, or demands/demands. The obstacles referred to in this definition are forces that prevent individuals from realizing their desires. Meanwhile, the loss of desire is called a demand.

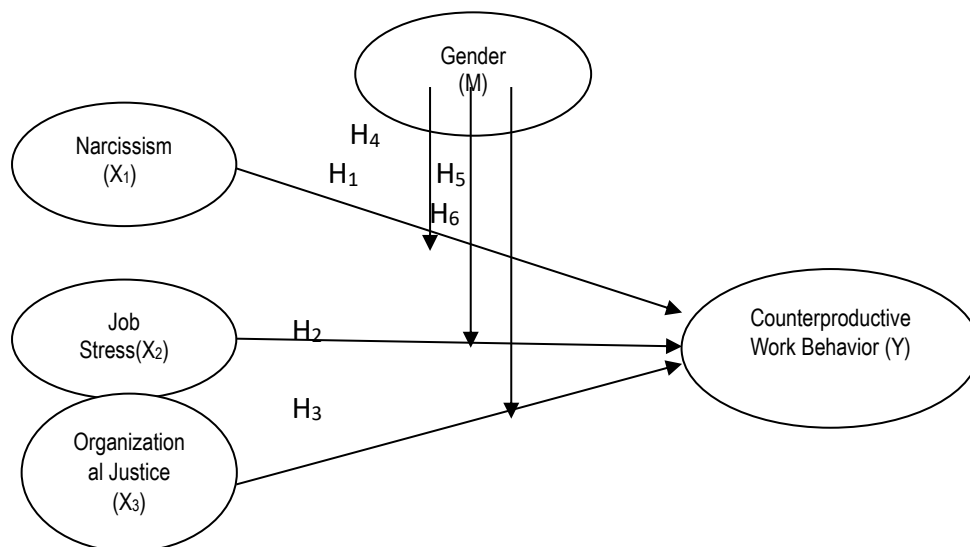
From this definition, it can be understood that stress at work is related to environmental demands, and how each individual responds will be different. The problem of stress in the

workplace becomes a very important topic when efficiency becomes a crucial issue. As a result of the emergence of work stress, a person becomes nervous, excessive anxiety appears, and increased emotional tension which in turn affects the thought process and physical condition.

### Organizational Justice

Organizational justice refers to fairness and equality in the treatment of employees in an organization. It has been found that organizational justice has a direct effect on employee voluntary absenteeism, with higher levels of organizational justice being associated with lower levels of voluntary absenteeism (Ha & Moon, 2023). Additionally, organizational justice has been found to have a positive effect on employee engagement, with higher levels of organizational justice leading to higher levels of employee engagement (Bustaman et al., 2022). Furthermore, organizational justice has been found to have a positive effect on organizational commitment, which in turn reduces turnover intentions (Tahir et al., 2022). Overall, organizational justice plays an important role in shaping employee behavior and attitudes, and organizations should strive to create a fair and just work environment to improve employee outcomes and organizational performance.

### Conceptual Framework



### Research Hypothesis

- H1: Narcissism has a positive influence on counterproductive work behavior
- H2: Job Stress Has a positive Influence on counterproductive work behavior
- H3: Organizational justice has a positive influence on counterproductive work behavior
- H4: Gender moderates the influence of narcissism on counterproductive work behavior
- H5: Gender moderates the influence of work stress on counterproductive work behavior
- H6: Gender moderates the influence of organizational justice on counterproductive work behavior.

## **Research Methods**

### **Population and Sample**

This research uses primary data sources. This research involved 85 respondents who were BPKAD Padang City employees consisting of Head of Agency, Secretary, Head of Division, Head of Sub Division, and Staff.

### **Operational Definition of Research Variables**

#### **Counterproductive Behavior**

Counterproductive behavior is measured using the Counterproductive Work Behavior Checklist (CWB-C) developed by (Spector & Fox, 2005). Originally this instrument consisted of 32 question items which were grouped into 5 dimensions, namely: misuse, production irregularities, sabotage, theft, and withdrawal. Several items were not used because they were not relevant to the research object/agency. Responses are given on a scale of 1 (never) to 5 (always).

#### **Narcissism**

Measuring narcissism uses the Narcissistic Personality Inventory (NPI) developed by Emmons (1987) which is quoted (Spector & Zhou, 2014). This narcissism indicator is measured using 4 statement items, namely:

1. *Explosiveness/Entitlement*("I find it easy to influence people")
2. *Leadership/Authority*("I prefer being a leader")
3. *Superiority/arrogance*("I always know what I'm doing")
4. *Self-absorption/Selfadmiration*("I thought I was a special person").

#### **Job Stress**

Job stress is perceived as how strong the pressure is felt by employees about their work. The strength and weakness of the pressure will be measured using an instrument adapted from (Fox et al., 2001). The questionnaire consists of five dimensions of sources of work stress, namely: role ambiguity, role conflict, workload, availability of resources and facilities, and the level of job danger. These five dimensions are reflected in 14 items.

#### **Organizational Justice**

Organizational justice is the way workers view management decisions in an organization. It is an important indicator of a successful organization and can influence employee behavior and satisfaction (Ha & Moon, 2023). Indicators of organizational justice include distributive justice (fairness in rewards and results), procedural justice (fairness in the decision-making process), and interactional justice (fairness in interpersonal treatment) (Lee & Allen, 2002). Building fairness in the workplace can lead to greater job satisfaction and loyalty among employees

#### **Gender**

Gender is a dichotomous variable that only consists of two alternative answers. To facilitate the coding process and moderation testing, this variable uses a number label: 1 for men and 0 for women.

### **Data Analysis and Hypothesis Testing Techniques**

Testing of the first, second, and third hypotheses of this research was carried out using the Multiple Linear Regression Analysis model. (Sarwono, 2012)

$$Y = a + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + e$$

Information:

Y = Counterproductive Work Behavior

A = Constant

X1 = Narcissism

X2 = Job Stress

X3 = Organizational Justice

Meanwhile, to test hypotheses four and five using interaction regression or Moderated Regression Analysis (MRA). The research model was formed to test the influence between the independent variable and the dependent variable through the moderator variable, then test the independent variables together through the moderator variable on the dependent variable. This form of causal relationship requires an analytical tool that is capable of simultaneously explaining this relationship, so the statistical method used in analyzing this research data is Structural Equation Modeling (SEM) Smart PLS.

### **Results and Discussion**

#### **Respondent Characteristics**

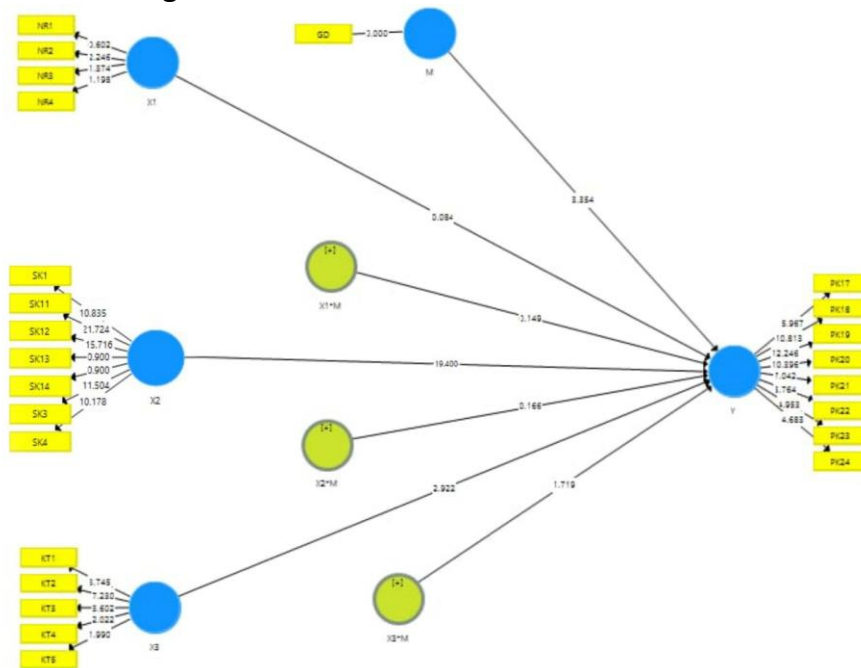
The respondent profile is divided into three main aspects, starting from demographic characteristics. As many as 49.40% of respondents were men, while the other 50.60% were women. In terms of age range, the majority of respondents were in the 41–50 year category at 34.94%, followed by those over 51 years at 25.30%.

Looking at the level of education, the majority of respondents had a bachelor's degree (45.78%) and several respondents also had a master's degree (21.69%). In terms of position, the majority of respondents act as functional staff (74.70%), with a small portion occupying the positions of head of department (4.83%) and head of subdivision/subdivision head (18.07%). In terms of work experience, most respondents had worked more than 16 years (48.19%).

Finally, in the context of marital status, the majority of respondents declared themselves married (85.54%), while 9.64% were unmarried and 4.82% others.

Hypothesis Testing Results

Picture. Path Diagrams



Source: Smart-PLS Processing Results, 2023

Table 1

Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
X1 -> Y	-0.013	0.022	0.084	3,354	0.467	H1 Rejected
X2 -> Y	0.987	0.975	0.051	19,400	0,000	H2 Accepted
X3 -> Y	-0.381	-0.361	0.130	2,922	0.002	H3 Accepted
X1*M->Y	0.018	0.039	0.119	0.149	0.441	H4 Rejected
X2*M -> Y	-0.023	-0.036	0.139	0.166	0.434	H5 Rejected
X3*M->Y	0.235	0.197	0.137	1,719	0.043	H6 Accepted

Source: Data Processing

Based on the table data above, the results of hypothesis testing can be explained as follows:

The results of testing the first hypothesis regarding the influence of Narcissism on Counterproductive Work Behavior using the model structure (inner model) obtained an original sample value of -0.013, a T statistic of 0.084 (smaller than 1.64), and a P value of 0.467 (greater than 0.05). Thus it can be concluded that Narcissism does not affect the Counterproductive Work Behavior of Padang City BKAD Employees, so the first hypothesis (H1) is rejected.

The results of testing the second hypothesis regarding the influence of Job Stress on Counterproductive Work Behavior using the model structure (inner model) obtained an original sample value of 0.987, a T statistic of 19.400 (greater than 1.64), and a P value of 0.000 (smaller than 0.05). Thus it can be concluded that Job Stress influences the Counterproductive Work Behavior of Padang City BKAD Employees, so the second hypothesis (H2) is accepted.



The results of testing the third hypothesis regarding the influence of Organizational Justice on Counterproductive Work Behavior using the model structure (inner model) obtained an original sample value of -0.381, a T statistic of 2.922 (greater than 1.64), and a P value of 0.002 (smaller than 0.05). Thus, it can be concluded that Organizational Justice influences the Counterproductive Work Behavior of Padang City BKAD Employees so the third hypothesis (H3) is accepted.

The results of testing the fourth hypothesis related to Gender Strengthening the Influence of Narcissism on Counterproductive Work Behavior using the model structure (inner model) obtained an original sample value of 0.018, a T statistic of 0.149 (smaller than 1.64), and a P value of 0.441 (greater than 0.05). Thus, it can be concluded that Gender does not strengthen the influence of narcissism on the counterproductive work behavior of Padang City BKAD employees, so the fourth hypothesis (H4) is rejected.

The results of testing the fifth hypothesis related to Gender Strengthening the Influence of Work Stress on Counterproductive Work Behavior using the model structure (inner model) obtained an original sample value of -0.023, T statistics 0.166 (smaller than 1.64) and P values 0.434 (greater than 0.05). Thus it can be concluded that Gender does not strengthen the influence of work stress on counterproductive work behavior of Padang City BKAD employees, so the fifth hypothesis (H5) is rejected.

The results of testing the sixth hypothesis related to Gender Strengthens the Influence of Organizational Justice on Counterproductive Work Behavior using the model structure (inner model) obtained an original sample value of 0.235, T statistics 1.719 (greater than 1.64) and P values 0.043 (smaller than 0.05). Thus it can be concluded that Gender Strengthens the Influence of Organizational Justice on the Counterproductive Work Behavior of Padang City BKAD Employees, so the sixth hypothesis (H6) is accepted.

## **Discussion**

### **The Influence of Narcissism on Counterproductive Work Behavior Tendencies**

The results of hypothesis testing show that narcissism does not affect counterproductive work behavior. The results obtained suggest that a higher narcissistic nature in a person does not encourage a person to behave counterproductively at work. Several reasons strengthen these findings.

ASN are employees who work in government agencies, so not many people have narcissistic personalities, have the arrogant nature of someone who likes to compare themselves with other people, have a selfish nature, and think that they are greater and more special than other people. A person who has narcissism has the characteristics of always wanting approval from others, low levels of empathy, needing excessive admiration from others, and tends to be arrogant and conceited (Donald and Gardner, 2011)

By viewing the work environment as a social environment, narcissistic individuals have the potential to generate conflict within the organization. The nature of narcissism will damage good relations between one employee and another employee, as well as give rise to negative affection/feelings (such as feelings of contentment, and envy, This negative effect will drain energy and thoughts. Individuals who have negative effects at work will lose the energy to work productively. Their energy will be used more to abuse people others, steal work time because they don't feel comfortable in the office, and even commit sabotage even on a small scale.

### **The Effect of Job Stress on Counterproductive Work Behavior Tendencies**

This research proves that work stress has a positive effect on counterproductive work behavior. The amount of work pressure felt by employees has an impact on the emergence of counterproductive work behavior. These findings are consistent with many other studies. The main reason that can be used for this inconsistency is related to the nature/type of work stress felt by employees.

Like a currency, stress has two sides, namely positive and negative Wu (2011) states that work stress is often seen as dysfunctional and has the effect of reducing the quality and quantity of work. In other words, when someone accepts stress as a negative thing and is beyond their abilities, this will have an impact on the emergence of negative behavior.

The description of the work stress variable found that all respondents had high levels of work stress. This is more because all respondents feel high conflict, feel their work is a heavy burden, they receive adequate resources at work, and their work as employees does not place them in a physically or psychologically dangerous position.

### **The Influence of Organizational Justice on Counterproductive Work Behavior Tendencies**

This research succeeded in obtaining evidence that organizational justice has a positive effect on counterproductive work behavior. Even though the overall score for employee counterproductive work behavior is at a low level, the average score for organizational justice is at a high level and is almost evenly distributed among each respondent. Test results indicate organizational justice has a positive influence on counterproductive behavior in an organization. High organizational justice can reduce the possibility of counterproductive behavior from employees. Previous research has found that distributive justice has a negative relationship with CWB, while procedural justice has a positive relationship with CWB (Komari & Sulistiowati, 2020), It has also been observed that improving organizational justice, especially distributive and procedural justice, can help reduce CWB and increase organizational efficiency (Nyarko et al., 2014). Overall, gender relations intersect with organizational justice and CWB, highlighting the importance of addressing gender inequality and promoting fairness in the workplace.

### **The Influence of Narcissism on Counterproductive Work Behavior Tendencies with Gender as a Moderator**

This study failed to obtain evidence that gender would moderate this effect. In other words, the magnitude of the influence of narcissism on counterproductive work behavior will be the same for men and women. Empirical evidence regarding differences in narcissism based on gender in previous studies is not supported. Respondents' narcissism does not seem to be correlated with gender because narcissism is one of the basic forms of personality. A person's high level of narcissism may be determined by their level of motivation. Abraham Maslow's hierarchy of needs places the need for recognition/appreciation at the fourth level. These needs can be fulfilled/channeled through narcissistic behavior. This has the potential to be the cause of the unproven moderating effect of gender on the relationship between the two variables.

### **The Influence of Job Stress on Counterproductive Work Behavior Tendencies with Gender as a Moderator**

This research failed to obtain evidence that gender moderates work stress on counterproductive work behavior. The amount of work pressure felt by employees does not

have an impact on the emergence of counterproductive work behavior. These findings are inconsistent with many other studies. Previous research found job stress was found to be associated with counterproductive work behavior (CWB), and gender played a moderating role in this relationship. Several studies have examined the impact of job stress on CWB. Lipińska-Grobelny (2021) found that a supportive organizational climate can reduce CWBs such as harassment, sabotage, theft, and withdrawal. Pitariu & Budean (2020) found that stressors related to organizational climate, work relationships, organizational hassles, and workload predicted CWB, whereas job satisfaction was associated with the quality of work relationships and tension in the organizational climate. Trust in the supervisor and trust in the organization negatively predicted CWB, and trust in the organization is also a positive predictor of positive emotions. The main reason that can be used for this inconsistency is related to the nature/type of work stress felt by different ASNs. There are positive stresses and negative stresses that must be recognized (Gunasekera & Perera, 2023). Although responses to stress can vary between individuals and are not always directly related to gender, this has the potential to be the cause of the unproven influence of work stress on counterproductive work behavior, even when including the gender variable as a moderator.

### **The Influence of Organizational Justice on Counterproductive Work Behavior Tendencies with Gender as a Moderator**

Different from the moderating effect of gender in the previous test. This research finds evidence that gender moderates the influence of organizational justice on counterproductive work behavior. These findings suggest that men who perceive low organizational justice have a greater potential for counterproductive work behavior than women.

Gender has an important role in the interaction between organizational justice and counterproductive work behavior. Research has shown that perceptions of distributive and procedural justice influence counterproductive work behavior (Aisha, et al., 2022). Additionally, the presence of women, role models, diverse leaders, and inclusive organizational culture can impact the effectiveness of gender equity interventions in promoting organizational justice and reducing CWB (Carthy, 2021). Previous research has found that distributive justice has a negative relationship with CWB, while procedural justice has a positive relationship with CWB (Komari, 2019). It has also been observed that improving organizational justice, especially distributive and procedural justice, can help reduce CWB and increase organizational efficiency. Overall, gender relations intersect with organizational justice and CWB, highlighting the importance of addressing gender inequality and promoting fairness in the workplace.

### **Conclusion**

Based on the results of the analysis and discussion of the results of the hypothesis testing that has been carried out, several conclusions can be proposed in this research, namely:

Narcissism does not affect the counterproductive work behavior of Padang City BPKAD employees. Job stress influences the counterproductive work behavior of Padang City BPKAD employees. Organizational justice influences the counterproductive work behavior of Padang City BPKAD employees. Gender does not play a moderating role in narcissism in the counterproductive work behavior of Padang City BPKAD employees. Gender does not play a moderating role in work stress on counterproductive work behavior of Padang City BPKAD employees. Gender plays a moderating role in collectivism towards counterproductive work behavior of Padang City BPKAD employees.

### **Research Implications**

Recommendations regarding changes in staff management, giving constructive feedback, and improving bureaucratic processes can be the basis for policymakers to improve the efficiency and productivity of public services. Narcissism exists within every individual, extreme narcissism can reflect a person's personality. Such individuals have an arrogant character who likes to compare themselves with other people, have a selfish nature, and think that he is greater and more special than other people. A person who has narcissism has the characteristics of always wanting approval from others, low levels of empathy, needing excessive admiration from others, and tends to be arrogant and conceited. In the work context, narcissistic employees have the potential to trigger conflict, especially over co-workers, which can ultimately disrupt group and organizational productivity.

Training in knowing self-concept is needed so that someone can know themselves more realistically. Even though it is formed from an early age in the family environment, the work environment can also influence it. Success in making each employee able to recognize themselves more realistically will prevent the emergence of counterproductive work behavior.

In realizing organizational justice, it is necessary to have a leader who can carry out his leadership function effectively, which is very necessary to improve organizational justice in the workplace. Leadership training is needed to direct employee behavior in a direction that supports the productive achievement of organizational goals. With this training, leaders will be able to find their leadership style/orientation by considering followers and the situation.

### **Research Limitations**

Even though this research obtained relatively good measurement/internal validity for all variables, especially counterproductive work behavior, caution is still needed in examining the findings. In its measurement, counterproductive work behavior is carried out by asking respondents to identify themselves and how often they do things that lead to this behavior. Respondent bias is very large because respondents generally try to avoid negative consequences that they might receive as a result of filling out the questionnaire. As a result, they try to choose a response that suits that purpose. To be objective, it is highly recommended to use measurements derived from behavioral observations.

The findings of this research are contingent, where the influence of the independent variable on the dependent is influenced by different times, places, and conditions. So that the predictors of counterproductive work behavior can be explained comprehensively, it is recommended to carry out tests involving other personality variables (such as personality traits, and self-control), work variables, and organizational variables.

Keban (2004) assesses that the ASN management system contains several substantial weaknesses. One of them is the support for a personnel information system which is still minimal. As a result, decision-making is not objective without taking into account competence or previous education. These conditions trigger low-performance achievements for both individuals and institutions. It is not surprising that counterproductive work behavior is often found in government agencies.

Even though demographically this research has relatively balanced respondents (for example: gender), this is not the case in terms of position. The respondents in this study did not fully use staff respondents (74.70%) and still involved respondents with higher levels of position. It is recommended to separate the analysis based on position.

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