

The Effect of Counterproductive Work Behavior (CWB) And Organizational Citizenship Behavior (OCB) on Employee Performance With Employee Engagement As Intervening Variable

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Abstract: *The purpose of this research is to test the predictive model of the influence of Counterproductive Work Behavior (CWB) and Organizational Citizenship Behavior (OCB) on Employee Performance (EP) with Employee Engagement (EE) as intervening variable. Surveys are conducted by researchers in order to find answers to corruption that undermine the performance of the organization. The population includes all employees working in organization X in 2016. The total number (107) is selected as a sample. For analysts Pearson correlation research results, multiple regression and path equation modeling techniques with software SPSS 19 with a confidence level of 95%. The results showed a significant relationship between OCB, CWB and EE on PE. It is evident that the greater the OCB, the more influential the EE is. The magnitude of the influence of OCB on EE indirectly also affect the large PE also. The opposite occurs when CWB increases, CWB will have a negative impact on PE. The impact of employees who have high Engagement Employee performance souls, influences the high PE. when compared to individuals who do not have an EE. Similarly, high Engagement Employee CWB will have a negative impact on performance will decrease. So EE is able to increase the influence of OCB on PE and EE able to suppress CWB to PE.*

Keywords: *Counterproductive Work Behavior, Organizational Citizenship Behavior, Employee Performance and Employee Engagement.*

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I. Introduction

Encouraged by Moh. Nadlir, with headline Corruption Eradication in Indonesia Given Central Crisis and Genting, and Corruption Perceptions Index (CPI) 2016, Indonesia's IPK score rose from 36 to 37 points and ranks 90 out of 176 countries, we are interested in researching from the Organizational Citizenship Behavior (OCB) and Employee Engagement employee performance to minimize and even hopefully to eliminate Counterproductive Work Behavior (CWB) in every employee's attitude as measured by the level of performance.

The harmful behavior of employees is known as Counterproductive Work Behavior (CWB), it is necessary to be intercepted by the Employee Engagement (EE) which in the management and development of human resources is considered effective and effective to improve the performance of clean employees (Bagyo, 2016). The advance of an organization is caused by the existence of human resources that play an active role in pursuing the achievement of the goals of the organization itself. Management activities will run well, then the organization must have employees who are competent or highly capable to manage the organization optimally so that the employee's performance increases, able to support organizational progress, have the same synergy in goal achievement organization orientation and strive to achieve the targets specified is a necessity when an employee sides at a higher level, supported by Organizational Citizenship behavior (OCB), that is, the individual's own performance that is extra-in-work. Bagyo (2008) "Organizational citizenship behavior (OCB) is an extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which can aggregate organizational organizational effectiveness" his main tasks and giving positive performance to himself and the organization (Bagyo, 2016). When an organization can be satisfactory, employees will voluntarily devote their minds and abilities to the organization. In addition, Employee Engagement can also occur an employee with a passion to achieve high performance, do not think about organizational attention. or employees with a high level of competence supported by the usual high performing willingness by ignoring the organization's attention to itself (Bagyo, 2014). The uniqueness of employee relations with the organization in relation to Organizational Citizenship Behavior (OCB) and employee engagement interesting to be studied more deeply in an effort to prevent CWB.

1. TUJUAN PENELITIAN

On the basis of the background in the introduction above, the purpose of this study was to analyze the role of EE in preventing CWB and also the role of EE in increasing the influence of OCB on the performance of clean employees

II. Literature Review

A. Organizational Citizenship Behavior (OCB)

OCB is an Individual Behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the efficient and effective functioning of organization (Organ, 1990). That engaged employees "to" stay "at the organization and they" stive "to give extra and discretionary effort which are beneficial for the organization (Ahlowalia et al., 2014). Or in other words, OCB is an employee behavior that exceeds the required role, which is not directly or explicitly acknowledged by the formal reward system. OCB can be labeled as an option taken and performed by the employee, the behavior is beyond the description of the position required of him but has a positive impact on the organization. Meanwhile, Van said that OCB or what he called extra-role behavior (ERB), is a behavior that benefits the organization or is directed to benefit the organization, is voluntary, and exceeds the expectations of the role. That is, OCB can simply be said to be an individual behavior rooted in its willingness to contribute beyond its core role or duties to his company. Such behavior, whether consciously or unconsciously, directed or not directed, to be able to provide benefits and benefits to the company (Waspo & Minadaniati, 2012), attitude as a constructive statement about the department, personal interest expression in other people's work, suggestions for improvement, new employee training, respect for the spirit and writing of building maintenance rules, care about company property, as well as the timing and attendance of standards or levels.

So it can be concluded that organizational citizenship behavior (OCB) is a form of employee behavior that is extraordinary in carrying out tasks and jobs that are not a duty work dormalnya, but have a positive impact on the organization. According to Bolino, Turnley and Bloodgood (2002), OCB's conceptualization based on political philosophy and modern political theory. Using this theoretical perspective, three OCB forms are presented: Obedience describes the willingness of employees to accept and adhere to organizational rules and procedures, Loyalty depicting the willingness of employees to place their personal interests for profit and sustainability, Participation describes the willingness of employees to actively develop all aspects of organizational life. While participation consists of: Social participation that describes employee involvement in organizational affairs and in social activities of the organization, Advocacy participation, which describes the willingness of employees to develop the organization by providing innovative support and thought, Functional participation, which describes the contribution of employees who exceed work standards which is required. The benefits of OCB are as follows: a). improving peer productivity such as helping other colleagues accelerate the completion of their colleagues' work, and in turn improving the productivity of colleagues, over time, helpful behaviors shown by employees will help spread best practice to all work units or groups.

OCB increases manager productivity: Employees featuring civic virtue behavior will help managers gain valuable advice and / or feedback from these employees, to improve the effectiveness of the work unit, Courteous employees, avoiding conflicts with co-workers, will help managers avoid crisis management.

OCB saves resources to management and the organization as a whole: If employees help each other in solving problems in a job so there is no need to involve managers, consequently managers can use their time to do other tasks, such as planning, Employees who display high conscientiousness only requires minimal supervision from managers so managers can delegate greater responsibility to them; this means more time for managers to perform more important tasks. Older employees assisting new employees in training and performing work orientation will help organizations reduce costs for Employees who display sportmanship behavior will greatly help managers not spend too much time dealing with small employee complaints.

OCB helps conserve scarce energy resources to maintain group functions: The benefits of helping behavior are to increase morale, morale, and group cohesiveness, so group members or managers do not need to spend energy and time on maintenance of group functions, Employees featuring behaviors courtesy of co-workers will reduce conflict within the group, so the time spent solving management conflicts decreases

OCB can be an effective means of coordinating group work activities: Showing civie virtue behaviors (such as attending and participating actively in meetings at work units) will help coordination among group members, potentially increasing group effectiveness and efficiency, displaying eourtesy behavior (eg sharing information about work with members of other teams) will avoid the emergence of problems that require time and effort to complete. Robbins and Judge (2013) suggests that satisfaction with quality of work life is the primary determinant of OCB from an employee (Zadeh, 2015). According to Olino, Turnley, and Bloodgood (2002), OCB can specifically affect organizational performance in terms of: encouraging increased productivity of managers and employees, encouraging the use of organizational resources for more specific purposes, reducing the need to use organizational resources rare in maintenance functions, facilitate coordination activities

among team members and work groups, further enhance the organization's ability to maintain and retain qualified employees by making the work environment a more enjoyable place to work. In contrast to some of the above opinions, according OCB is more influenced by personality or rather emotional intelligence than situational factors and working conditions above, or OCB is a mediator or intermediary of factors (Sridevi, 2010). Because based on work experience so far, it can be seen that many employees are satisfied with the conditions and their work situation but still do not have this extra behavior. From the description can be derived hypothesis:

- 1) OCB effect on Employee Performance

B. Counterproductive Work Behavior (CWB)

Piskin, (2014) Counterproductive work behavior includes all forms of conduct deliberately committed by members of an organization that conflict with the goals of the organization. According to Chand, Piar & Chand, Germs (2014) counterproductive Behavior Behavior can be defined as any deliberate or intentional activity of an individual that can impede the performance of self, others or organization. Behavioral counterproductive work may also be understood as behaviors that may be harmful or intended to harm oneself, people and organizational resources Based on the above definitions, it can be concluded that contraproductive behavior is behavior that individuals do intentionally or not deliberately that can be contradictory and hinder the organization to achieve the desired goals.

Behavioral counterproductive behavior is a type of deviant behavior in an organization that is conceptualized as a form of deviation that combines different behaviors and is structured on the nature of the target (individual organization) and the degree of seriousness of the (minor-major) behavior. The dimension of the nature of the target (individual-organization) in question is whether the counterproductive behavior of the work is intended for the organization / organization or for members of the organization. While the dimension of the seriousness of the behavior (minor-major) adalah level of work behavior counterproductive less harmful to the behavior of counterproductive work that endanger the organization / company.

There are 4 dimensions of counterproductive work behavior, among others: property deviance in the form of abuse of goods / property owned by organization / company for personal interest, production deviance is a behavior that violates organizational norms that have been determined by the organization related to the minimum quality and quantity of work that must resolved as the responsibility of the individual, the political deviance, among other things, exhibits a fondness for certain employees or members within the organization / company unfairly, gossips, and shows irreverence, personal individual, in the form of bullying, behaving unlovely to individuals or other employees verbally as well physical, and stealing belongings of individuals or other employees The main factor driving CWB is the practice of organizational injustice (distributive injustice and procedural injustice). The CWB dimension is identified by researchers in various forms but can all be summed up as harmful behavior to the organization and also harm its members. Such dangerous behaviors are also divided into two: verbal or abusive attacks such as derogatory or nonverbal acts or utterances, such as sabotage, theft, etc. (Bagyo 2016), all of these aspects may degrade or even eliminate the Employee Engagement, is to lower employee performance.

From the description can be derived hypothesis:

- 2). CWB has a negative effect on EE
- 3). CWB has a negative effect on EP

C. Employee Engagement (EE)

Employee Engagement as "a positive attitude employees have for the organization and its value. An involved employee is aware of the business context, and works with colleagues to improve workplace performance for the benefit of the organization The organization must work to develop and maintain engagement, two-way relationship between employer and employee "(Robinson et al. (2004). Employee Engagement (EE) as an emotional and behavioral condition in a particular work environment within the organization (Robertson, 2009, Khan, 2009.) As an emotional state, EE refers to ideas such as attention, motivation and tenacity in carrying out the task, whereas as a behavioral act, EE refers to a concrete action performed by employees who cross the standard work specifications set by management in order to give more or give the best to the organization (Bagyo, 2016) .So, employees with high engagement are able with tul us to do anything that is considered beneficial to the organization either in working hours or outside working hours. They "say" about good things about the organization, they like to keep "joining", and they are sincerely and proactively doing whatever and when they are useful to the organization (strive) (Ahlowalia et al, 2014).

Doing more for something more and giving more for something more useful is the mindset of an employee with high engagement. Such employees have high personal involvement in any case and have strong character in the improvement and development of organizational progress. They have the freedom to do anything as long as it is in harmony with the vision, mission, and goals of the organization. Based on the above

thinking, the EE formed within the organization is able to prevent the loss of employees and organizations in the form of Counterproductive Work Behavior (CWB) and increase Organizational Citizenship Behavior (OCB).

From the description can be derived hypothesis:

- 4) EE can increase the negative influence of CWB on PE.
- 5) EE is able to increase the influence of OCB on PE.

D. Performance

Performance of an employee is an individual thing because each employee has different levels of ability in doing the job task. A person's performance depends on a combination of ability, effort and opportunity. Thus, performance is not defined by the act itself but with the assessment and evaluative process (Sabine and Michael Frese, 2001)

Dimensions in assessing employee performance (Ruky 2012), in measuring employee performance used a list of questions that contain several dimensions of criteria about the work. There are six dimensions in assessing employee performance, namely: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, Interpersonal Impact

Special dimension Interpersonal Impact, With the employee who has a high sense of self-esteem of his work then the employee strives to achieve the best results in his job is a level of state of the employees can create a comfortable atmosphere in work, confident, clean work and diligent work in completing his work and even in having thoughts and actions that benefit the organization.

III. Research

This research uses descriptive qualitative research, because the focus of this research is to analyze the influence of Counterproductive Work Behavior, and organizational citizenship behavior on employee performance with intervening employee engagement variable.

Research variable: The research variables consist of three kinds, namely the exogenous variable (independent variable) consist of Organizational citizenship behavior (OCB) and Counterproductive Work Behavior (CWB) variable. Endogenous variables (dependent variable) or variables that influence EE variable. While the Employee Performance (EE) variable as dependent variable.

Population and Sample Research: Population in this research is all employees at PT. X and taken accidentally 125 people, while the data can be processed as much as 107. Questionnaires distributed to respondents to facilitate data collection. To measure the attitudes of respondents to each question or statement used 5 Likert scale (Arikunto, 2013).

Test Validity and Reability using the help of SPSS software. The correlation of each question item with the total value of each variable was performed by Pearson's correlation test. The value of correlation coefficient with significance level of 0.05. If a significant level of less than 5% is declared valid and the final result is valid, the Reability Test is used to determine whether the questionnaire remains consistent when used more than once against the same symptoms with the same measuring instrument. The Cronbach Alpha statistical test (α) is used to test the reliable level of a variable. A variable is said to be reliable if Cronbach Alpha > 0.60. If the alpha is close to one, then the reliability of the data is more reliable (Ghozali, 2010). Reliability testing of each variable is done with Cronbach Alpha Coefficient using SPSS software.

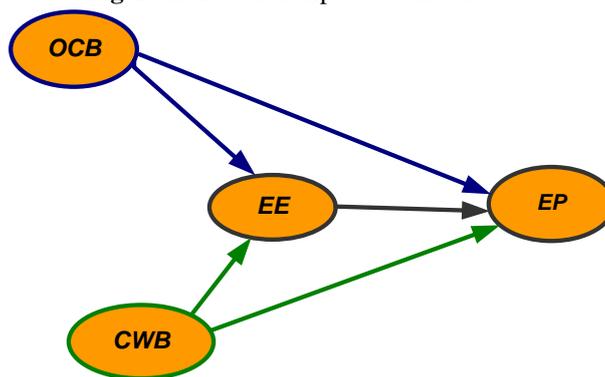
IV. Path Analysis

Path analysis is useful for (Solimun, 2003): Explanation of the phenomenon under study, The prediction of the value of the variable depends on the value of the independent variable, which is predicted by the path analysis is qualitative, Determinant factors, namely determination of which independent variables that influence dominant to the dependent variable. And can also be used to trace the mechanism (paths) of the influence of variables on the dependent variable, Testing the model, using theory trimming, either for the existing concept or the development of new concept.

Path coefficients are used "to determine the direct and indirect effects among a number of variables". The step in applying path analysis is (Solimun, 2003): Designing models based on concepts and theories. Theoretically, The direct effect of X1 to Y is expressed by P1, The direct effect of X1 to X2 is expressed by P2, The direct influence of X3 to Y is expressed by P3

Based on the relationship between variables theoretically, data made model in the form of diagram path as follows:

Figure 1: Relationship between Variables



The model can also be expressed in terms of equations so as to form a system of equations (structural model). The formula used is as follows:

$$\text{Process (X3)} = \alpha_0 + \beta_1 \text{ people (X1)} + \beta_2 \text{ physical evidence (X2)} + \epsilon_1$$

$$\text{Customer satisfaction (Y)} = \alpha_0 + \beta_1 \text{ people (X1)} + \beta_2 \text{ physical evidence (X2)} + \beta_3 \text{ process (X3)} + \epsilon_2$$

Examination of underlying assumptions: Relationships between variables are linear and additive, Only a recursive model can be considered, Endogenous variables are minimal in the interval size scale, Observed variables are measured without errors, The model analyzed is correctly specified based on relevant theories and concepts, Estimation of parameters or path coefficient calculations.

Path analysis, there is an effect of error that is determined as follows:

$$Pe_i = \sqrt{1 - Ri^2}$$

Check the validity of the model:

- Total Determination Coefficient, total data diversity that can be explained by the measuring model with $R^2_m = 1 - P^2_{e1}, P^2_{e2} \dots P^2_{ep}$.
- Theory Trimming, the path validation test on each path for direct effect is the same on the regression, using the p value of the t test, ie the variable regression coefficient test is partially standardized. Based on the theory trimming, the non-significant paths are discarded, so that the model is supported by empirical data.
- Interpret the results of the analysis
- Pay attention to the validity of the model.
- Calculate the total influence of each variable that has a causal influence to the endogenous variable.

Through SPSS computer program for windows version 14 to test the research hypothesis.

The basic hypothesis testing proposed is as follows:

For probability in this research is 0.05.

For decision-making or drawing conclusions, based on the hypothesis that has been prepared that is:

H_0 = regression coefficient is not significant

H_1 = significant regression coefficient

Based on the above hypothesis, then decision making is:

If $P < 0.05$, then H_1 is accepted. If $P > 0.05$, then H_0 is rejected.

V. Findings

From the calculation of statistics through SPSS can be presented table Relationship for variables associated with components of organizational citizenship behavior presented in table 1 berikut:

Table 1. Relationship for variables associated with components of organizational citizenship behavior

| Relationship | | | Decision |
|--------------|----------|----------|--------------------------------|
| Variable | Directly | Indirect | |
| OCB EE | 0,243 | | significant on the level 1,40% |
| OCB EP | 0,272 | | significant on the level 0,01% |
| OCB EE EP | | 0,066 | Not able to improve |
| CWB EE | -0,274 | | significant on the level 0,00% |
| CWB EP | -0,442 | | significant on the level 0,00% |
| EE EP | 0,155 | | significant on the level 0,04% |
| CWB EE EP | | -0,042 | Able to improve |

Table 1 shows that all the variables in this study are valid at less than 5%. The size of EE is influenced by the rise and fall of OCB, the higher the person's OCB level the higher one's EE level. People whose soul already has OCB, they will always work diligently until what they have to do, done well by the employees, it turns out its content. It turns out that OCB-spirited employees, even just working to finish their work, also have a positive impact on the company. The emphasis in this research is CWB because this attitude is a very disadvantage to the organization and the national economy. Test results show that the greater the performance decreases. But after the Engagement variable is inserted the CWB negative effect is smaller, this means that an employee should be encouraged to have a high OCB spirit, because with OCB, the Engagement soul becomes bigger. The results showed a significant relationship between OCB, CWB and EE on PE. It is evident that the higher the OCB, the EE variables., As well as in the increasing EE variables will be followed by increasing IP variables. The opposite is CWB makin increases, high CWB will have a negative impact on PE. The impact of employees who have the soul of their Engagement Employee performance will increase when compared to individuals who do not have. Similarly, high Engagement Employee CWB which negatively impact on Performance will decrease.

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**APPENDIX
OUTPUT SPSS**

| Model | | Coefficients ^a | | | | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2,688 | ,411 | | 6,533 | ,000 |
| | OCB | ,281 | ,113 | ,243 | 2,500 | ,014 |
| | CWB | -,250 | ,088 | -,274 | -2,826 | ,006 |

a. Dependent Variable: EE

Multiple Regression

| Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,659 ^a | ,434 | ,418 | ,51150 |
| a. Predictors: (Constant), Employee Engagement, Organizational Citizenship Behavior, Counterproductive Work Behavior | | | | |

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