

The Influence of Personality, Emotional Intelligence, and Job Stress on Counterproductive Work Behaviors

Sri Wahyu Lelly Hana Setyanti^{1*}, Riyo Gita Pradana², Sudarsih³

^{1, 2, 3} Management Study Program, Faculty of Economics and Business, Universitas Jember

Email: riyogita@unej.ac.id¹, sudarsih.feb@unej.ac.id²

Correspondence: lelyhana.feb@unej.ac.id

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ABSTRACT

This study aims to prove the influence of personality, emotional intelligence, and work stress on counterproductive work behavior. This research was conducted at the multinational company Kutai Timber, Co., with 75 respondents in the production department. The data in this study were obtained through questionnaires and then analyzed using the multiple linear regression method. The results of this study indicate that personality, emotional intelligence, and job stress have a significant effect on counterproductive work behavior. The coefficient value of the emotional intelligence variable is negative 0.416, which means that if the value of emotional intelligence increases, it will reduce the level of employee counterproductive work behavior. Research proves the Personality variable has a value of 0.326 with an indicator of agreeableness and tend to avoid conflict, and then the job stress variable has a positive value of 0.251. The implications of the theory are discussed to prove its effect on counterproductive behavior. The practical consequences aim to reduce counterproductive behavior through improving personality, and emotional intelligence and reducing employee stress levels.

Keywords: counterproductive work behavior, emotional intelligence, job stress, personality

INTRODUCTION

Today, the manufacturing industry operates in a very competitive global environment. In Indonesia, the manufacturing industry is undeniably the most significant absorber of labor. It cannot be denied that Human Resources has an essential role in running the industrial environment in Indonesia. Even though technology development is rapidly growing, we still can't replace human resources as a whole. Various engineering problems may be easily repaired. But the problems that emerge related to human resources are pretty complex and require appropriate handling.

One problem that could harm every organization, including the manufacturing industry, is counterproductive work behavior. Counterproductive work behavior (CWB) is quite common among employees in many organizations, but much of it goes unnoticed, unreported, or both (Bennett & Robinson, 2000). There has been a growing interest in counterproductive work behavior due to the negative impact of decreased productivity, loss or damage of property, and increased turnover (Penney & Spector, 2002). Most researchers have focused on predicting counterproductive work behavior to understand why individuals would engage in these behaviors and how they might prevent them. Individual and organizational factors are known to influence the behavior of the employees.

According to Sackett and DeVore (2001), CWB is the employees' behavior that goes against the goals of an organization. All acts of CWB violate the legitimate interests of an organization by harming the members of the organization or organization as a whole, Bolton et al. (2010). It involves a broad spectrum of behaviors that harm employees, customers, and the organization. These behaviors range from severe, systematic, and abusive to milder and ambiguous episodes of workplace incivility (Fox et al., 2001). Examples of CWB are: intentionally working slow, taking long breaks, sabotage of equipment, theft of property, showing favoritism, gossiping, sexual

Harassment, blaming others, verbal abuse, physical abuse, receiving a bribe, and being corrupt. Personality as an internal factor of individuals can be a factor that influences counterproductive work behavior. According to Robbins & Judge (2008), personality will shape the behavior of each behavior. If we want to investigate the individual behavior in the organization/company, then personality factors become an essential key to being identified. According to Greenberg & Baron (2003), personality is a series of unique stable patterns of behavior, style of thought, and emotions that indicate a person adjusting to the environment. The more consistent the pattern appears in some situations, the more accurate it will describe individual personalities. One approach that is used to describe personality is the Big Five Personality trait theory. Bolton et al. (2010) explain that 5 essential components form human personality. These five components will be combined and will eventually form a whole personality.

Previous research conducted by Moun et al. (2006), Feist (2008), Nurul et al. (2013), Hilary and Grant (2015), Mônica and Elizabeth (2016), Hastuti et al. (2017) shows that personality has a negative relationship on the presence of counterproductive work behavior. Each employee has unique responses in dealing with various situations in the workplace. These various responses are primarily determined by how the employee's personality manages the situation and the decision-making process. Counterproductive work behavior can be influenced by the emotional process within the individual when faced with a situation. According to Goleman (Jung & Yoon, 2012), emotional intelligence is the ability of a person to manage his emotional life by using intelligence (to manage our emotional life with intelligence), maintaining emotional harmony, and expressing (the appropriateness of emotion and its expression).

Previous research by Fedrian (2013), Jung and Yoon (2012), Raman and Murali (2016), Miao and Humphrey (2017), and Ugwu and Enwereuzor (2017) show that emotional intelligence significantly influences counterproductive work behavior. Based on the concept of previous research, employees who have low levels of emotional intelligence tend to experience anxiety, anger, jealousy, and other negative emotions when dealing with problems. Although employees with high levels of emotional intelligence also experience problems, they can control their emotions to avoid negative behavior such as counterproductive work behavior. Good emotional intelligence will help the individual in creating comfortable working conditions to resulting high performance. In contrast, low emotional intelligence will harm other employees.

Other factors that potentially influence counterproductive work behaviors come from job stress. Kahn & Byosiére (1992) defines job stress as a feeling of distress experienced by employees to overcome their work. Job Stress experienced by employees can come from within the company and outside the company. Having conflicts with coworkers, excessively high workloads, and uncomfortable workplace conditions can trigger employee stress. Factors outside the company contributed to affect stress that occurs in the workplace, such as family problems, no friends, lack of entertainment, economic demands, etc. People who experience stress become nervous and feel chronic anxiety. Excessive stress can threaten a person's ability to deal with the conditions around him. As a result, employees develop a variety of stress symptoms that can interfere with their work. These symptoms concern both physical health and mental health.

Research conducted by Hariyanti (2016), Chand and Pawan (2014), Ilie and Penney (2012) showed that Job Stress significantly influences counterproductive work behavior. Previous research indicates that a person

Needs relief when they experience job stress. Employees who can effectively restore their physical and psychological condition after stress tend to return to work as usual. But for those who are unable to restore their condition after experiencing the stress of work ideally will experience exhausting conditions while working. Employees like this will tend to need more effort to get their work done. Their energy has been drained-away to cope with the stress that befell them. As a result, they couldn't work perfectly and can cause things that harm and endanger the company and other employees.

Literature Review and Hypothesis Development

Personality definitions are varied. However, all definitions seem to have common characteristics of personality, including individual differences, behavioral dispositions, and stability over time, and that person can be elaborated into specific and fundamental parts. The dimensions of factors of personality consist of: *Openness to experience* shows that the individual is more creative, imaginative and have interest in experience new things due to the feeling of curiosity. *Conscientiousness* is a tendency to show selfdiscipline and aim for achievement above expectations. *Extraversion* can be categorized as a positive emotion of personality (Bakker et al., 2002). *Agreeableness* is a tendency to be compassionate and cooperative rather than suspicious and antagonistic

towards others. *Neuroticism* is the personality trait in which related to a person's emotional stability. Goleman (1995) noted that emotional intelligence is an important factor in identifying employees who could create excellent work outcomes. Emotional intelligence consists of four aspects: others' emotional appraisal, use of emotion, self-emotion appraisal, and regulation of emotion (Wong and Law, 2002). Job stress are conditions and events that evoke strain (Kahn & Byosiere, 1992). Stressors can be single events such as critical life events or traumatic experiences and chronic problems which continue over a longer period of time. Job stressors included in the research study are: Organization Constraints: are situations or things that interfere with task performance at work. Quantitative workload: The amount or quantity of work in a job. Interpersonal conflicts at workplace: It's items ask about how well the respondent gets along with others at work, specifically getting into arguments with others and how often others act nasty to the respondent. Physical symptoms: assesses physical, somatic health symptoms thought by stress researchers to be associated with psychological distress. Counterproductive Work Behavior (CWB) may be defined as any deliberate or unintentional activity on the part of an individual which can hamper the performance of self, others, or organization. Counterproductive Work Behavior may also be understood as the behavior which can harm or intended to harm self, people and organizational resources. The Counterproductive Work Behavior is an act which may be directed towards both the organization and individuals. As defined by Spector and Fox (2002: 271). CWB may consist of a variety of different counterproductive behaviors. Robison & Bennett (1997) propose four types of Counterproductive Work Behaviour: production deviance, property deviance, political deviance, and personal aggression.

Personality and Counterproductive Work Behaviour

Bakker et al (2002) reveal that personality shapes each individual's behavior. If we want to investigate the behavior of individuals in the organization/ company, it is highly recommended to understand each individual's personality in the company. McShane & Von Glinow (2010) revealed that the big five personality traits simultaneously affect specific behaviors in the work environment. This relationship can be investigated through understanding the characteristics of the traits in the prominent five personalities.

The characteristic of conscientious individuals who are reliable, responsible, hardworking, persistent, and oriented towards work performance tends to stay focused and diligent on the work given (Greenberg & Baron, 2003). Supported by employees with high agreeableness tends to avoid conflict, allowing individuals to minimize their involvement with counterproductive work behavior. As also stated by Greenberg & Baron (2003) that conscientious individuals are less likely to be involved with absenteeism, stop working, and other counterproductive behaviors. Based on the preceding discussion, we pose the following hypotheses.

H1: Personality influences counterproductive work behavior

Emotional Intelligence and Counterproductive Work Behavior

Druskat and Wolff (2001) explain that emotional intelligence plays an essential role as an intellectual quotient to influence the effectiveness of individual work; Cooper and Sawaf (Jung and Yoon, 2012) explain the strong influence between emotional intelligence and work creativity of an employee. Employees with good emotional intelligence will have positive and more creative behaviors. So, there tends not to be involved in counterproductive behavior. A study by Ugwu (2017) showed a significant negative influence between emotional intelligence and counterproductive behavior. Fedrian (2013) also showed similar results where the emotional intelligence of Carrefour DP Mall Semarang employees influences counterproductive behavior. Based on the preceding discussion, we pose the following hypotheses.

H2: Emotional Intelligence influences Counterproductive Work Behavior

Job Stress and Counterproductive Work Behavior

Research conducted by Hariyanti (2016) proved that job stress significantly affects the emergence of employee counterproductive work behavior. According to Spector and Miles (2001), employees often experience various situations, and some situations will cause stress. Employees who cannot cope with stress will vent it by taking actions that are classified as counterproductive.

As pointed out by Chand & Pawan (2014) in his research that frustration and interpersonal conflict significantly influence counterproductive behavior. In their research, Penney and Hunter (2010) also found that high employee workloads tend to lead to counterproductive behaviors aimed at companies. Based on the preceding discussion, we pose the following hypotheses.

H3: Job Stress influences Counterproductive Work Behavior.

RESEARCH METHOD

Population and Sample

The research uses a quantitative approach with model formulation, and sampling method utilized in this study. The validity and reliability of the constructs are also discussed. The population in this study were all employees of Kutai Timber Indonesia. Co. In this research, the purposive sampling technique to determine the participant with particular consideration. This study excludes administrative employees and employees in other divisions because the analysis focuses on production employees. Production employees who have direct contact with the production process tend to have a good personality and emotional intelligence to overcome the existing working conditions. In addition, they are more vulnerable to experiencing job stress, which is potentially involved in counterproductive work behavior. Based on that situation, we consider using production employees as the focus of the analysis to be carried out. The number of production employees in Kutai Timber Indonesia. Co is 75 respondents.

Data Analysis Procedures

Linear regression analysis was used to investigate the association between personality, emotional intelligence, job stress, and CWB. Specific regression models were estimated for the dependent variables CWB. Further, regression analysis was computed for the total to find out the best set of predictors of counterproductive work behavior. T-test was also computed to determine the significance of the difference between males and females on all the independent and dependent variables.

Personality

Personality was measured by using Big Five personality traits. This assessment measures the five main personality traits: extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience.

Emotional Intelligence

The instrument measures the employee’s Emotional Intelligence by a scale to measure the 4 components. The four Emotional Intelligence components are self-emotion appraisals, others-emotion appraisals, regulation of emotion, and self-motivation.

Job Stress

The job stressor scale developed by Spector, P. E., & Jex, S. M. (1998) was used to measure job stress, which measures organization constraints, quantitative workload, interpersonal conflicts at the workplace, and the physical symptoms inventory.

Counterproductive work behavior (CWB)

CWB was assessed with 4 indicators: production deviance, property deviance, interpersonal conflict, and personal aggression.

The following diagram presents conceptual model of this study.

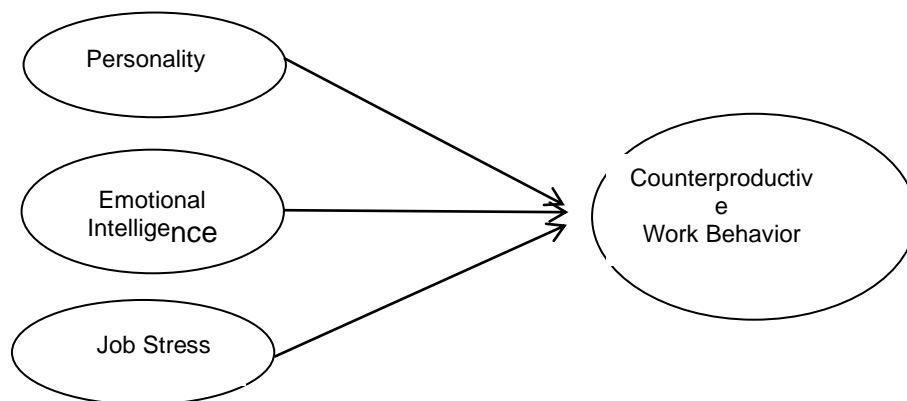


Figure 1: Conceptual Framework

RESULTS AND DISCUSSION

Descriptive analysis

Data Table 1, young people dominate the respondents used in this research. The composition of young employees makes the work environments more colorful because the younger employees tend to have passion and greater desire. In addition, young employees also contribute a lot of inputs and new points of view in developing a better company performance. On the other hand, older employees become a balancer for the company. With their experience, older employees can share knowledge and provide advice to younger employees. The role of older employees is more on the supervising task and have a responsibility in decision making.

Table 1: Characteristic of Respondents based on age

Age	Amounts	Presentage (%)
19-25 years old	22	29,4%
26-30 years old	29	38,7%
31-35 years old	18	24%
36-40 years old	5	6,6%
>40 years old	1	1,3%
Total	75	100%

Source: data processed 2023

The majority of respondents in the production division are male employees because the task in the factory requires strong power and more stamina. In addition, male employees are needed because they are more proficient in operating factory machinery. But in the production section, there are also female employees in several productions. In the production section, most female employees have the task of checking the effect of veneer sheets. Female employees are preferred because they have better accuracy and patience than men. But on the other hand, female employees were not given the authority to occupy duties as factory machine operators.

Multiple Linear Regression Analysis

In this research, the data was gathered from the distributed questionnaire. Further, regression analysis was computed to find out the best set predictors of counterproductive work behavior. T-test was also computed to determine the significance of the difference between males and females on all independent and dependent variables.

Table 2 : Multiple Linear Regression Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	b	Std. Error			
Constant	18.940	2.126		8.907	.000
X1	-.326	.071	-.374	-4.573	.000
X2	-.416	.092	-.384	-4.513	.000
X3	.251	.086	.241	2.934	.002

Source: data processed 2023

Based on Table 2, the result of the multiple linear regression equation and its interpretation is as follows:

$$Y = 18.940 - 0,326X1 - 0,416X2 + 0,251X3 + ei$$

The equation above shows a constant value of 18.940, indicating the value of the variable counterproductive work behavior (Y) when the personality variable (X1), emotional intelligence (X2), and job stress (X3) equals zero. The coefficient value of the personality variable is negative 0.326, which means that if the personality

value increases, it will reduce the level of employee counterproductive work behavior. The coefficient value of the emotional intelligence variable is negative 0.416, which means that if the value of emotional intelligence increases, it will reduce the level of employee counterproductive work behavior. The coefficient value of the job stress variable has a positive value of 0.251 which means that if the job stress increase, it will increase the level of employee counterproductive work behavior.

T-test Result

Table 3 :T-test Result

Variables	T score	T table	Sig	Result
Personality	-4.573	-1,990	.000	Ha accepted
Emotional Intelligence	-4.513	-1,990	.000	Ha accepted
Job Stress	2.934	1,990	.005	Ha accepted

Source: data proceed 2023

Based on Table 3 it is known that each variable has a value of t score > t-table, it can be concluded that personality, emotional intelligence, and job stress partially influence on counterproductive work behavior.

Personality and Counterproductive Work Behaviour

This research found that employees' personality level is quite good in reducing counterproductive work behavior among employees. Employees with high agreeableness tend to avoid conflict, thus allowing individuals not to engage in counterproductive work behavior. The characteristic of individuals with a high level of *conscientiousness* is to be more reliable, responsible, and persistent. Employees like this will tend to stay focused and diligent in working rather than engage in deviant behavior.

The study results in line with previous findings conducted by Salgado (2002) in the results of his research found that personality has a significant negative relationship on counterproductive work behavior with the factors of *openness to experience, agreeableness, and conscientiousness*. Hastuti (2017) also showed similar results that the Big five personality trait significantly affects counterproductive work behavior, with *conscientiousness* having the most dominant influence. Raman (2016) found that the agreeableness factor has an essential role in determining perceptions that individuals perceive about the organization's support for the deviant behavior of individuals. Personality has a significant negative effect on counterproductive work behavior. This result shows that the higher the personality value of the employee, the lower the tendency of employees to counterproductive work behavior.

Emotional Intelligence and Counterproductive Work Behaviour

The results of this study indicate that the level of emotional intelligence in Kutai Timber Indonesia. Co is perceived to be quite good at reducing the level of counterproductive work behavior in its employees. From this study, it can be concluded that the superiority in understanding the emotions of others owned by employees of Kutai Timber Indonesia can create comfortable working conditions and minimize the possibility of counterproductive work behavior. With this capability, employee performance can run optimally because coordination activity between employees can be done efficiently. In addition, employees can do team work very well because they understand each other's needs.

In addition, the researchers also found that female employees showed better sensitivity in sensing their peers' emotional condition than male employees. This research is supported by research conducted by Mount et al (2006), who found that the highest ability of emotional intelligence of women is in the ability to recognize emotions themselves and foster relationships with others, the highest dynamic intelligence area in men is in the ability to manage emotions. Mubayidh (2006) explains that each gender has an emotional intelligence within certain limits following the potential of each individual.

Differences in age levels also create different abilities in understanding the emotions of others. The

number of respondents aged 26-30 years with a percentage of 38.7%, shows the level of emotional intelligence caused by mental maturity achieved at that age. According to Mubayidh (2006), human emotional intelligence will increase with age. The peak of emotional intelligence occurs at the end of the age of 40 years. Mubayidh (2006) explained that some people with stable emotional intelligence do not change according to time travel. A person may be very diligent at 16 and is still sound even when he is 40 years old. However, there are also people whose emotional intelligence changes drastically due to circumstances and events experienced.

The results of this study are also in line with previous research conducted by Ugwu (2017) found that emotional intelligence significantly influences counterproductive work behavior and mediates burnout variables. Research conducted by Miao (2017) investigated the relationship between emotional intelligence to OCB and counterproductive behavior. The analysis results revealed that employees with high levels of emotional intelligence who experienced problems in their lives could control their emotions carefully, so they were not involved in counterproductive work behavior.

Job Stress and Counterproductive Work Behaviour

Based on Table 5 Multiple Linear Regression Analysis results, the job stress variable contributes 25% to counterproductive work behavior. This influence can be categorized as having a minor contribution to the obtained model equation. The value of significance of the job stress variable (X3) was obtained at 0.002. This value is smaller than the specified significance value of 5% (0,05). Hence, H_0 accepted, or the coefficient of regression of job stress significantly influences counterwork behavior. The result is corroborated by the answer of most respondents, equal to 74% who responded not agree to the indicator of health problems. Respondents' responses to the hands of property irregularities at most 64% answered disagree. Thus, it can be said that the level of stress with the indicator of health problems is classified so low that it can suppress the occurrence of counterproductive work behavior. The result shows that the physical condition of employees is always well preserved to support maximum performance in the workplace.

On the other hand, the company also actively maintains employees' health conditions by enacting Health and Safety regulations. In addition, the company has made the workplace conditions as comfortable as possible by providing support facilities for employees. The company has equipped the factory area with a Resting place for employees and provides toilet at some points. In addition, the company has also provided health clinics for employees who experience health problems.

This study found that female employees have a higher tendency to experience job stress than male employees. Discussing anxiety, men and women can both experience this condition. However, men and women have different stress levels. Their efforts to manage stress can also be various. The cause of women experiencing stress is usually due to a lack of appreciation in the workplace or not being appreciated for their efforts and hard work. At the same time, men feel more pressure due to work that piles up, making them tense. Female employees claim to have higher levels of stress and feel less valued and underpaid than men. Women often complain about their economic condition and get a more significant physical and emotional disturbance. For married women, the potential for increased amounts of stress is more important than for single women.

According to Fedrian et al (2013), emotional responses when experiencing stress also differ according to gender. Men tend to be resistant or even run away, but women tend to find friends, seeking comfort in the relationship of loved ones. The results of this study are also in line with the previous research conducted by Hariyanti (2016), showing that the role of job stress in mediating narcotic narcotics on counterproductive work behavior also has a significant effect. In his research, Chand (2016) and Illie et al. (2011) found that a person needs impingement when he experiences job stress. For employees who can effectively restore their physical and mental conditions after experiencing stress, they are likely to be able to return to work as usual. But for those who are unable to restore their original state after experiencing job stress will tend to need more effort while working. Their energy has been depleted to overcome the anxiety that befell them. As a result, their performance becomes not optimal and can cause things that harm or endanger the company and other employees.

CONCLUSION

The results of this study reveal that emotional intelligence, personality and work stress affect counterproductive behaviour. Furthermore, the results of the personality influence shown by the agreeableness to avoid conflict indicator are needed to reduce the counterproductive behaviour. Emotional intelligence has

been shown to reduce counterproductive behaviour. This study recommends that employees need to improve their emotional intelligence so that their productive behaviour is even better. Job stress variables provide a role in counterproductive behaviour. For that, the part of management is to create a work atmosphere that provides job satisfaction for employees.

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