

COUNTERPRODUCTIVE WORK BEHAVIOR IN CUSTOMER SERVICE: EXPLORING THE FACTORS INVOLVED AND THEIR IMPACT ON THE ORGANIZATION

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ABSTRACT

Counterproductive Work Behavior (CWB) in customer service is the focus of attention in the context of human resource management and customer service strategy. This phenomenon has a significant impact on organizations, including decreased customer satisfaction, financial losses, and damage to brand reputation. However, a deep understanding of the factors that influence CWB in customer service and its impact on organizations is still limited. This research aims to explore the factors involved in CWB in customer service and their impact on organizations. In addition, this research also aims to provide better insight into how management can address CWB in customer service to improve organizational performance. The research method used in this research is qualitative. Data was collected through literature studies involving journals, articles and books related to CWB in customer service. Data analysis was carried out by identifying and analyzing the main findings related to the factors that influence CWB and its impact on the organization. The research results show that there are various factors that influence CWB in customer service, including individual, organizational and situational factors. These factors include the level of job stress, job satisfaction, work culture, incentive systems, time pressure, and conflict interactions with customers. The impact of CWB on organizations includes reduced customer satisfaction, financial loss, damage to brand reputation, disruption to operational efficiency, and damage to work culture.

Keywords: Counterproductive Work Behavior, Customer Service, Related Factors, Impact on Organization.

INTRODUCTION

Counterproductive Work Behavior (CWB) is a term used to describe actions carried out by employees that conflict with organizational goals or hinder the achievement of these goals. In this context, counterproductive behavior can refer to a number of actions that are detrimental to the organization, either directly or indirectly, which can disrupt daily operations, the quality of work results, and interpersonal relationships in the workplace. CWB can include various forms of action, ranging from non-compliance with company policies and procedures to aggressive behavior or sabotage towards co-workers or work processes (Nurhuda, 2023). For example, CWB within an organizational scope may include actions such as frequent absences without a clear reason, coming late to work, or even using work time for activities that are not related to work. Apart from that, CWB can also include behavior that is socially or psychologically detrimental, such as spreading rumors or gossip that harm the reputation of

colleagues or the organization, neglecting work responsibilities, or even committing theft or fraud against the company (Ramadhani & Rinaldi, 2023).

CWB has serious impacts on organizations, including reduced productivity, increased operational costs, decreased employee morale, as well as reputational damage and loss of trust from customers or business partners. In addition, CWB can also cause tension in the workplace, affect team dynamics, and hinder progress and achievement of the organization's strategic goals (Meliala et al., 2020). Therefore, it is important for management to identify, prevent and address CWB in an effective manner to ensure the long-term success of the organization and create a healthy and productive work environment for all team members.

Customer service is a concept that encompasses all interactions between an organization and its customers throughout the life cycle of a product or service. This includes everything from pre-purchase information to sales, post-sales service, and complaint handling. In an era where business competition is increasingly fierce, customer service has become a key element in differentiating a brand or company from its competitors (Nursiti et al., 2021). Good customer service includes not only being responsive to customer needs, but also paying attention to customer satisfaction, building long-term relationships, and increasing customer loyalty. The importance of customer service lies in its ability to meet customer expectations and needs. It's not just about providing a quality product or service, but also about providing a positive experience and building strong relationships with customers. Good customer service can help create customer loyalty, which in turn can generate stable and sustainable revenue for the company (Supriyati et al., 2019). On the other hand, customer dissatisfaction can have a negative impact on brand image, lead to customer loss and reduce revenue.

Customer service also has a significant impact on a company's brand image and reputation. Being responsive to customer questions, problems or complaints can help strengthen a company's image as a caring and responsible organization. On the other hand, poor customer service can damage a company's reputation and affect customers' perceptions of the brand's credibility and reliability (Pasaribu et al., 2024). Therefore, investing in good customer service is not only a business necessity, but also a long-term strategy for building and maintaining a positive brand image and increasing customer trust. In the digital era, customer service has also undergone a major transformation. Companies must adapt to changing technology trends and consumer preferences to remain relevant in increasingly fierce competition. Customer service is no longer limited to phone calls or in-person communication, but also includes services via digital platforms such as email, social media, live chat, and mobile apps (Triwahyuningsih & Nugraheni, 2019). The ability to provide consistent and responsive customer service across multiple communication channels is key to meeting modern customer expectations and winning competition in an ever-changing marketplace.

An organization is a structured and organized entity with a specific purpose, whether it includes a business enterprise, non-profit institution, government, or social group. Within an organization, there is a set of hierarchies, roles, and responsibilities established to achieve common goals. Organizations often have a formal structure consisting of distinct sections or departments, with each section having specific functions that support the organization's overall

goals. In addition, organizations also include cultural elements, values and norms that influence behavior and interactions within them (Anestra et al., 2020). Apart from having clear goals, organizations also usually have limited resources, such as humans, finances, and time, which are managed efficiently to achieve the desired results. Effective management is a key aspect in managing organizational resources and coordinating diverse activities towards set goals. Additionally, organizations can also adapt to changes in the external and internal environment through innovation, learning, and flexibility, enabling them to remain relevant and thrive in a dynamic and competitive context (Rachmadi et al., 2021).

Counterproductive Work Behavior (CWB) in customer service is a phenomenon that attracts attention in the realm of human resource management and customer service. CWB refers to actions carried out by employees that conflict with organizational goals or hinder the achievement of those goals. In the context of customer service, CWB can include behaviors such as disrespect for customers, impatience, rudeness, or even active sabotage of the service process. Exploring the factors involved in CWB in customer service and their impact on the organization is essential in efforts to improve service quality and operational efficiency (Rao, 2023).

In the context of modern business which is increasingly linked to customer satisfaction, the importance of employee behavior in providing good customer service is becoming increasingly important. However, although organizations often have clear policies and procedures related to customer service, CWB is still a recurring problem that affects overall organizational performance. Factors that influence CWB in customer service can vary, ranging from internal factors such as work stress, fatigue, lack of motivation, to external factors such as time pressure, poor communication with customers, or even personal problems that affect employees.

The impact of CWB in customer service is not only limited to individual customer disappointment, but can also impact the reputation of the organization as a whole. Customers who are dissatisfied with the service provided may turn to competitors, while widespread dissatisfaction can damage the brand image and affect long-term business growth. In addition, CWB can also disrupt team dynamics and a positive work culture, resulting in tension between employees, reducing productivity, and worsening the overall work climate.

Therefore, an in-depth understanding of the factors that influence CWB in customer service and its impact on the organization is key in developing effective strategies to overcome this problem. By identifying the root causes of CWB and implementing appropriate preventive measures, organizations can minimize the risks associated with CWB, increase customer satisfaction, and strengthen their reputation in a competitive marketplace. In this context, further research is needed to explore the complex dynamics of CWB in customer service and develop a holistic framework to manage it effectively for the long-term success of organizations.

RESEARCH METHODS

The research method used in this research is qualitative. A qualitative approach was chosen because it allows researchers to gain an in-depth and comprehensive understanding of counterproductive work behavior in customer service as well as the factors involved and their impact on the organization (Sugiyono, 2017). This method allows researchers to explore the experiences, perceptions, and understanding of various subjects involved, including employees, managers, and customers, which can provide valuable insights in understanding this phenomenon holistically.

The data sources used in this research are journals, articles and books related to counterproductive work behavior in customer service, the factors that influence it, and their impact on the organization. Data will be collected through a comprehensive literature review of academic literature and current research relevant to the research topic. Journals and scientific articles published in leading journals in the fields of human resource management, industrial and organizational psychology, and behavioral science will be the main sources of data. In addition, textbooks, research reports and related official documents will also be used to support data analysis and interpretation.

The research procedure will begin with the identification and selection of relevant data sources through a systematic literature search using academic databases and digital libraries. After that, data will be collected through in-depth reading and analysis of selected journals, articles and books. Information obtained from these sources will be analyzed thematically to identify patterns, themes and trends related to counterproductive work behavior in customer service, as well as the factors involved and their impact on the organization. Next, the data will be compiled and synthesized to form evidence-based conclusions, which will be used to enrich understanding of the phenomenon under study and develop recommendations for practical management and further research.

RESULTS AND DISCUSSION

Counterproductive Work Behavior (CWB) in the context of customer service has become a significant focus of attention in the fields of human resource management and customer service. CWB refers to actions carried out by employees that conflict with organizational goals or hinder the achievement of those goals. Previous research has explored the various factors involved in CWB in customer service, as well as its impact on the organization as a whole.

Results research conducted by (Meisler et al., 2020) shows that individual, organizational, and situational factors play a key role in influencing counterproductive work behavior in customer service. Individual factors, such as levels of job satisfaction, organizational commitment, and levels of job stress, have been shown to be associated with higher levels of CWB among customer service employees. Apart from that, organizational factors such as work culture, management policies, and incentive systems can also influence the level of CWB. According to (Tziner et al., 2020) a work environment that does not support or lack of opportunities for career development can increase the risk of CWB. On the other

hand, situational factors such as urgent customer needs or conflicting interactions with customers can also trigger CWB.

The impact of CWB in customer service on an organization can cover various aspects, ranging from reduced customer satisfaction, financial losses, to damage to brand reputation. The results of research conducted by (Mehmood et al., 2023) show that customers who are victims of CWB tend to experience higher levels of dissatisfaction, which in turn can lead to a loss of customers and financial losses for the organization. Apart from that, CWB can also disrupt operational efficiency and employee productivity, as well as damage the work culture and morale of the organization as a whole. Thus, understanding the impact of CWB in customer service becomes important for management to take appropriate preventive measures (Low et al., 2021).

To overcome CWB in customer service, several approaches have been proposed in previous research. According to (Afshar-Jalili et al., 2020) improve the selection of employees and their training in managing the stress and conflict of interactions with customers. Additionally, improvements in performance management systems and fair rewards can help reduce incentives for counterproductive behavior. Furthermore, creating a supportive work culture, where employees feel valued and have the opportunity to participate in decision making, can also reduce the risk of CWB (De Clercq et al., 2021). Moreover, management must implement clear policies and procedures regarding permitted and unacceptable work behavior, and provide appropriate sanctions for violations.

Although previous research has provided valuable insights into CWB in customer service, there remains a need for further research to deepen understanding of this phenomenon (Muhammad & Sarwar, 2021). Future studies could further explore the interactions between individual, organizational, and situational factors in influencing CWB, as well as identify more effective strategies in preventing and addressing counterproductive work behaviors in customer service contexts. By strengthening our understanding of the factors involved and the impact of CWB on organizations, we can develop more effective solutions to improve the quality of customer service and strengthen overall organizational performance (Carpenter et al., 2021).

The results of this research provide a deeper understanding of counterproductive work behavior (CWB) in the context of customer service, as well as the factors that influence it and its impact on the organization. Through data analysis, it was found that individual, organizational, and situational factors play a key role in influencing CWB in customer service. One of the main findings is the relationship between individual factors such as job satisfaction, organizational commitment, and levels of work stress with the level of CWB experienced by customer service employees (Butt & Yazdani, 2021). These findings underscore the importance of paying attention to employees' psychological well-being in designing management strategies to reduce CWB. Furthermore, the findings show that organizational factors such as work culture, management policies, and incentive systems also have a significant impact on CWB in customer service. Therefore, organizations need to consider how they build a supportive work culture and implement policies that reduce the risk of CWB.

The impact of CWB in customer service on organizations is also a major concern. Research finds that CWB can lead to decreased customer satisfaction, financial loss, and damage to brand reputation. By understanding these negative impacts, management can strengthen the argument for allocating sufficient resources to prevent and address CWB. Furthermore, this research highlights the importance of preventive efforts in managing CWB, such as improving employee selection, providing appropriate training, and improving performance management systems (Sypniewska, 2020). The practical implication of the results of this research is that organizations need to adopt a holistic approach in managing CWB in customer service. This includes identifying and addressing factors that influence CWB, providing appropriate training to employees, and creating a supportive work environment. In addition, management must strengthen supervision and implement clear policies related to work behavior, as well as take appropriate action to respond to CWB when it occurs.

Although this research provides valuable insight into CWB in customer service, there are several limitations that need to be noted. One is that the generalizability of the findings only applies to the specific context studied, so further research in different contexts may be needed to validate these results. In addition, this research is descriptive and does not test cause-and-effect relationships directly, so further research with a more quantitative approach can provide a deeper understanding of the dynamics of CWB in customer service. By paying attention to the findings and implications of this research, it is hoped that organizations can take appropriate steps to reduce CWB in customer service, increase customer satisfaction, and strengthen overall organizational performance.

1. Factors that Influence Counterproductive Work Behavior in Customer Service

Counterproductive Work Behavior (CWB) in customer service is a complex and significant issue in the context of human resource management and customer service. This phenomenon involves a number of factors that influence employee behavior in interactions with customers, which in turn can impact service quality, customer satisfaction, and overall organizational performance. In this discussion, we will explore in depth the factors that influence CWB in customer service, including individual, organizational, and situational factors.

1. Individual Factors

Individual factors play an important role in shaping counterproductive work behavior in customer service. One of the most significant factors is the level of work stress experienced by employees. Job stress can arise from various sources, such as excessive workload, conflict between work demands and personal life, or lack of control over the work environment. Employees who experience high levels of stress tend to be more likely to exhibit counterproductive behavior, including indifference to customer needs or even aggressive behavior. Apart from that, the level of job satisfaction can also influence counterproductive work behavior. Employees who feel dissatisfied with their jobs or work environment may tend to express their dissatisfaction through behavior that is detrimental to the organization, such as frequent absenteeism or a lack of motivation to provide quality customer service. Likewise, low

levels of organizational commitment may also be a predictor of counterproductive behavior, as employees may care less about the goals and values of the organization and are more likely to act unethically or irresponsibly in interactions with customers.

2. Organizational Factors

Organizational factors also play a role in influencing CWB in customer service. One of the main factors is the organization's work culture. An unsupportive work culture, where unhealthy or unethical norms are accepted, can encourage counterproductive behavior. For example, in a competitive or results-oriented work culture, employees may feel driven to achieve targets in inappropriate ways or ignore customer needs for personal gain.

The incentive and reward system implemented by the organization can also influence employee work behavior in customer service. If an incentive system places more emphasis on quantitative results, such as sales or productivity, than on service quality or customer satisfaction, then employees may tend to prioritize achieving personal targets over meeting customer needs well. Likewise, a lack of support and recognition from management for employees' efforts to provide good customer service can reduce their motivation to perform well.

3. Situational Factors

Apart from individual and organizational factors, situational factors also play a role in influencing CWB in customer service. One significant situational factor is time pressure. Customer service employees often operate under high time pressure, especially in urgent customer service situations or when there is a need to quickly address customer complaints or issues. High time pressure can cause employees to become stressed and less patient, which in turn can lead to counterproductive behavior such as impatience or unfriendliness towards customers.

Interaction conflicts with customers can also be a situational factor that influences CWB. Customer service employees may encounter customers who are difficult or dissatisfied with the service provided, which can create conflict or tension in the interaction. In such situations, employees may feel frustrated or unappreciated, which can trigger negative responses such as indifference to customer needs or even aggressive behavior.

In this discussion we have explored the factors that influence counterproductive work behavior in customer service, including individual, organizational, and situational factors. A deep understanding of these factors is important for developing effective strategies to prevent and address CWB in the customer service context. Management needs to pay attention to employee working conditions, promote a healthy and supportive work culture, and provide the necessary training and support to help employees manage the stress and conflict of interactions with customers. By taking these steps, organizations can improve the quality of customer service, strengthen relationships with customers, and improve their overall performance.

2. The Impact of Counterproductive Work Behavior in Customer Service on the Organization

Counterproductive Work Behavior (CWB) in customer service has a significant impact on the organization as a whole. This phenomenon not only directly affects customer satisfaction, but can also impact brand reputation, operational performance, work culture, and even an organization's financial sustainability. One of the main impacts of CWB in customer service is a decrease in customer satisfaction. Employees who exhibit counterproductive behavior, such as incivility, indifference, or even sabotage of the service process, can make customers feel unappreciated or dissatisfied with their experience. Customer dissatisfaction can have a direct impact on the number of loyal customers, with dissatisfied customers tending to switch to competitors who offer better service. In an era where brand reputation can be easily influenced by online reviews and social media, customer dissatisfaction can quickly spread and damage an organization's brand image.

CWB in customer service can also cause financial losses to an organization. Customers who are dissatisfied with the service provided may be inclined to return products, cancel subscriptions, or even file warranty claims, all of which can result in additional costs for the organization. Additionally, loss of existing customers and difficulty in acquiring new customers can reduce revenue and disrupt long-term business growth. Additionally, additional costs incurred to address the consequences of the CWB, such as additional employee training or reputation restoration campaigns, may also place additional pressure on an organization's financial resources. Counterproductive behavior in customer service can seriously damage an organization's brand reputation. Customers who are dissatisfied with the service provided may share their negative experiences with others through online reviews, social media, or even in-person conversations. Widespread negative reviews and comments can have a detrimental impact on the public perception of an organization's brand, reduce customer trust and loyalty, and reduce the brand's appeal to potential customers. Negative impacts on brand reputation can be long-lasting and difficult to repair, costing the organization in the long run.

CWB in customer service can also disrupt an organization's operational efficiency. Employees who engage in counterproductive behavior may focus less on their tasks, spend time and energy resolving conflicts with customers or coworkers, or even cause outright disruption in the service process. These disruptions can result in reduced productivity and increased operational costs, as organizations may need to spend additional resources to correct errors or repair damage caused by CWB.

CWB in customer service can also damage an organization's work culture. Employees who engage in counterproductive behavior may create tension in the workplace, disrupt team dynamics, and damage interpersonal relationships between coworkers. This can create an unhealthy work environment, where employees feel unsafe or uncomfortable, and can reduce overall employee morale and motivation. A damaged work culture can hinder collaboration, innovation, and overall organizational performance, to the detriment of long-term sustainability and growth.

To overcome the impact of CWB in customer service on an organization, management needs to take appropriate steps. First, organizations need to focus on preventing CWB by paying attention to effective employee selection, training and coaching. Second, management must prioritize customer satisfaction and ensure that incentive and reward systems support the principles of good customer service. Third, it is important for management to manage brand reputation by proactively addressing negative reviews and maintaining open communication with customers. Lastly, organizations need to pay attention to a healthy and supportive work culture, by promoting values such as cooperation, work ethics and social responsibility. By taking these steps, organizations can reduce the impact of CWB in customer service and strengthen their overall performance.

3. Managerial Implications and Recommendations for Overcoming Counterproductive Work Behavior in Customer Service

Counterproductive Work Behavior (CWB) in customer service is a problem that requires serious attention from organizational management. The negative impact of CWB not only affects customer satisfaction, but can also damage brand reputation, disrupt operational performance, and damage work culture. The most important managerial implication of CWB in customer service is the importance of prioritizing customer satisfaction in every operational aspect. Management must ensure that all policies, procedures and work practices are based on the principles of good customer service. This includes recruiting and training employees, setting up incentive systems, and developing a work culture that supports a positive customer service orientation.

CWB in customer service can quickly damage an organization's brand reputation. Therefore, management must pay close attention to brand reputation management. This includes monitoring and responding quickly to negative reviews or customer complaints, as well as providing training and guidance to employees on the importance of maintaining a positive brand image in interactions with customers. Organizational work culture has a very important role in shaping employee behavior. Management needs to promote a healthy and supportive work culture, where values such as integrity, collaboration and responsibility are valued and reinforced. This can be done through open communication, rewarding positive behavior, and coaching employees who exhibit counterproductive behavior.

Recommendations for Overcoming Counterproductive Work Behaviors in Customer Service:

1. **Effective Employee Selection and Training**

The first step in addressing CWB in customer service is through careful employee selection and effective training. Organizations must ensure that employees hired have good interpersonal skills, the ability to manage stress, and the motivation to provide quality customer service. Additionally, ongoing training should be provided to help employees develop the communication, empathy, and problem-solving skills necessary to deal with challenging situations in customer service.

2. Determining the Right Incentive System

The right incentive system can be an effective tool in encouraging desired work behavior in customer service. Management must ensure that the incentive system provides recognition and rewards to employees who successfully meet or exceed expectations in providing quality customer service. These incentives can take the form of performance bonuses, awards, or career promotions, which can help motivate employees to perform better in customer service.

3. Development of Clear Policies and Procedures

Organizations must have clear policies and procedures regarding expected work behavior in customer service. This includes service level standards that all employees must adhere to, as well as procedures for handling customer complaints or conflict situations that may arise. These policies and procedures must be clearly communicated to all employees and applied consistently to ensure fairness and accountability.

4. Continuous Monitoring and Feedback

Organizations must carry out continuous monitoring and feedback on employee work behavior in customer service. This can be done through regular performance evaluations, customer satisfaction surveys, or 360-degree feedback mechanisms. By monitoring employee behavior regularly, management can identify problems quickly and provide additional guidance or training if needed.

5. Employee Coaching and Development

Employee coaching and development is an important component of a strategy to overcome CWB in customer service. Management must provide support and guidance to employees who may have difficulty providing quality customer service. This may include individual coaching, additional training, or a transfer to a position or department that better suits the employee's skills and interests.

6. Strengthening Customer Service Culture

Organizations must strengthen a positive and proactive customer service culture. This can be done through open communication from management about the importance of customer service, recognition of behaviors that support good customer service, and the creation of a work environment where employees feel supported and appreciated as they strive to meet customer needs.

In this discussion we have explored the managerial implications of CWB in customer service and provided strategic recommendations to address this issue. By prioritizing customer satisfaction, carefully managing brand reputation, and promoting a healthy work culture, organizations can reduce the impact of CWB on customer service and strengthen their overall performance. Through effective employee selection and training, establishing appropriate incentive systems, developing clear policies and procedures, continuous monitoring and feedback, employee coaching and development, and strengthening a customer service culture, organizations can create a work environment that supports quality customer service. and provide added value to customers and the organization as a whole.

CLOSING

In an in-depth study of Counterproductive Work Behavior (CWB) in customer service, it has been revealed that this phenomenon has a significant impact on the organization as a whole. By exploring the various factors involved, both individual, organizational, and situational, we can understand the complexity of counterproductive behavior in the context of customer service. Factors such as job stress, job satisfaction, work culture, and time pressure are the main drivers of CWB, which in turn can disrupt operational efficiency, damage brand reputation, and reduce customer satisfaction. By being aware of the implications arising from CWB in customer service, management needs to take appropriate action to overcome this problem. Strategic recommendations have been proposed, ranging from improving employee selection and training, establishing an appropriate incentive system, to employee coaching and development. Additionally, it is important for organizations to prioritize customer satisfaction, carefully manage brand reputation, and promote a healthy and supportive work culture.

By implementing this strategy effectively, organizations can reduce the impact of CWB in customer service and strengthen their overall performance. More than just maintaining customer satisfaction, handling CWB wisely can help organizations build stronger relationships with customers, strengthen brand reputation, and create a productive and competitive work environment. Therefore, it is important for organizations to continue investing resources and efforts in understanding, preventing and addressing counterproductive work behaviors in customer service, as a step towards sustainable competitive advantage in an increasingly competitive and dynamic marketplace.

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