

**THE ROLE OF MEDIATING AND MODERATING FACTORS ON THE INFLUENCE OF BEHAVIORAL INCIVILITY ON COUNTERPRODUCTIVE WORK BEHAVIOR**

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**ABSTRACT**

This research aimed to determine the effect of behavioral incivility on counterproductive work behavior with emotional intelligence as moderating variable and negative affectivity as mediating variable. The methods of this study used a questionnaires a research instrument. Quota sampling was used as the sampling technique in this research. The method was Hierarchical Linear Modeling is used to determine the effect of mediation involved and Moderate Regression Analysis is used to determine the effect of moderating variable. SPSS 22 is used to analyze data. The results of this study indicate that behavioral incivility had a positive and significant effect on counterproductive work behaviors. Behavioral incivility variables also showed a positive and significant effect on negative affectivity. For negative affectivity variable also showed positive and significant. For mediating variable negative affectivity didn't show a significant effect that the variable is not mediating behavioral incivility on counterproductive work behaviors. Furthermore, behavioral incivility variables had a significant effect on counterproductive work behavior moderated by emotional intelligence.

**Keyword:** Behavioral Incivility, Counterproductive Work Behaviors, Negative Affectivity, Emotional Intelligence.

**INTRODUCTION**

The existence of a State-Owned Enterprise or often abbreviated as *BUMN* (SOEs) is one of the tangible manifestations of article 33 of the 1945 Constitution which has a strategic position for improving the welfare of the community. Efforts to increase the efficiency of SOEs are very important in encouraging SOEs to be able to play a role as one of the economic actors to improve people's welfare by providing services to the community. One of the state-owned SOEs is the State Electricity Company or PT. PLN (Persero) which monopolizes electricity supply to the public. This institution is not only authorized to regulate the distribution and source of electricity supply, but also takes part in regulating the administration of public services.

As a company that is not only profit oriented, but rather to provide the best services to the community, human resources are needed that can play a role in the current era of globalization. But not all human resources in a company can be competent in work (Ibrahim, 2015; Ibrahim et al., 2012). This is supported by the opinion of Rishipal & Jain (2013) who argued that "if an employee no longer has the knowledge or ability needed to perform well will lead to someone's failure to adapt to new technologies, new procedures and other changes. The greater the

possibility of environmental change, the more likely the employee will be out of date."

The above can trigger the occurrence of Counterproductive Work Behavior (CWB) phenomenon or often called counterproductive work behavior which means intentional behavior that can harm the interests of the organization both directly and indirectly which ultimately reduces their effectiveness (Bibi, Karim, & Din, 2014). Along with its development, research on counterproductive work behavior becomes a broader scope, such as behavioral incivility. That way, counterproductive work behavior can have an effect on deviant employee behavior such as impoliteness. Impoliteness behavior is human behavior that is not in accordance with the behavior that should be and is not in accordance with the rules of an organization.

In solving this problem, more emotional ability or emotional intelligence is needed. Emotional intelligence is the ability to recognize feelings, reach and arouse feelings to help the mind, understand feelings and their meanings and control feelings deeply so that it helps their emotional and intellectual development. In addition to emotional intelligence, negative effectiveness or often called negative affectivity can also increase counterproductive work behavior to be high. Anderson and Pearson also suggested that workplace mismatch refers to rude and rude behavior.

Negative effectiveness refers to the tendency to experience a negative atmosphere. Where conditions like this are described by each individual feeling things like mild frustration, emotion, sadness, feelings of fear, dislike and so on. When faced with conditions like this, individuals will usually behave disrespectfully or not in accordance with the rules that have been established in the workplace and can have an impact on their counterproductive performance.

## **LITERATURE REVIEW**

### **Counterproductive Work Behavior**

Working Behavior Counterproductive according to (Bibi et al., 2014) is a behavior that is done intentionally that can harm the organization both directly and indirectly. According to (Dalal, 2005; Macovei, 2016; Bulbul, 2017) this behavior is also referred to as behavior that is contrary to the interests of the organization. Indicators of counterproductive work behavior according to Sackett & DeVore (2005), namely: Personality factor; Typical work; Typical coworkers; Organizational culture  
Behavioral Incivility

Behavioral incivility defined by Andersson & Pearson (1999) is a deviant act such as rude and impolite and with the intention of hurting. According to Osatuke, Moore, Ward, Dyrenforth, & Belton (2009), this behavior can harm other individuals in violation of peer respect in the workplace. The behavioral incivility indicator according to Martin & Hine (2005): Gossiping; Hostility; Exclusionary behavior; Privacy invasion.

### **Emotional Intelligence**

Emotional intelligence is very necessary in an organization. Mayer, Salovey, & Caruso, (2004), explain that emotional intelligence is managing and managing emotions in themselves and others. Goleman (1998) defines emotional intelligence as an ability such as being able to motivate oneself and survive in controlling one's mood and keeping positive thinking. The

indicators of emotional intelligence according to Mayer, Salovey, Caruso & Sitarenios (2003), namely: Recognize self emotions; Manage emotions; Motivate yourself; Recognize the emotions of others; and Establish relationships.

### **Negative Affectivity**

Negative affectivity is feelings that appear temporarily, whose appearance is not related to certain events or objects, negative affectivity often appears suddenly and unconsciously by the individual who experiences it (Watson & Clark, 1984). Thompson (2007), states that the effect of negative effectiveness is that it tends to cause anger, aggression, such as the desire to escape from an unpleasant situation. Individuals who are feeling uncomfortable with this condition are likely to look unhappy with others. From some of the leading views, several indicators of negative affective, namely: Tension-Anxiety; Depression-Dejection; Anger-hostility; Fatigue-Inertia; and Confusion-Bewilderment (Bishop et al. 2011)

### **METHODS AND HYPOTHESES**

This research is included in the type of quantitative descriptive research using survey methods. Where researchers will discuss in general and collect data on behavioral incivility on counterproductive and negative affectivity work behavior variables as mediating variables and emotional intelligence as moderating variables by distributing questionnaires.

In this study the samples taken were employees of SOEs (*PT. PLN*) Banda Aceh. Sampling in this study is non-probability sampling contained in quota sampling. This sampling quota technique takes as many samples as the number determined by the researcher, where the entire population is sampled. The sample in this study were 110 respondents. Data collected is through primary data and secondary data. Primary data is obtained from questionnaires while secondary data is obtained from website and internet data.

Questionnaires were arranged using a Likert scale with 5 points from a scale of 1 (strongly disagree) to a scale of 5 (strongly agree) for moderating emotional intelligence. For negative affectivity mediating variables use a likert scale with 5 points from a scale of 1 (strongly agree) to a scale of 5 (strongly disagree). As well as for the dependent and independent variables using a Likert scale with 5 points from a scale of 1 (often) to a scale of 5 (never done). Questions / indicators are adaptations of previous research questions that are considered appropriate with this study. The questions consist of 5 behavioral incivility variables, counterproductive work behavior 5 questions, emotional intelligence 5 question items and negative affectivity 8 questions.

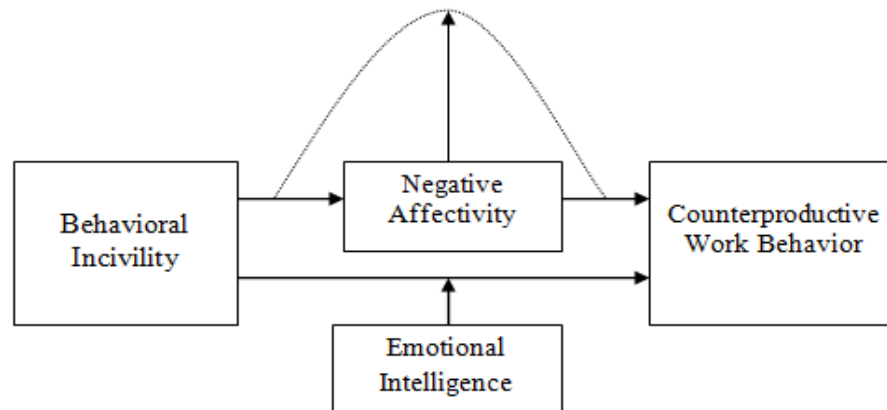
Data analysis technique of this research is quantitative analysis with data analyzed Statistical Package for Social Science version 22 (SPSS 22) using Hierarchical Linear Modeling (HLM) and Moderate Regression Analysis (MRA) which aims to examine the effect of independent variables with dependent variables, and mediation and moderation variables.

The equation is as follows:

$$Y = \alpha + \beta X + \beta Z_2 + e$$

$$Y = \alpha + \beta X + \beta Z_1 + e$$

The framework of thinking in this study describes the relationship of 4 variables, namely behavioral incivility (X) as independent, with the emotional intelligence moderation variable (Z1) and the mediation of negative affectivity (Z2) on counterproductive work behavior (Y) which is the dependent variable. The following is the thinking framework in this study:



**Figure 1- Research Framework**

The following is the research hypothesis from the above research framework:

- H<sub>1</sub> : Behavioral Incivility influences Counterproductive Work Behavior (CWB).
- H<sub>2</sub> : There is the influence of Behavioral Incivility on Negative Affectivity.
- H<sub>3</sub> : There is an influence of Negative Affectivity on Counterproductive Work Behavior.
- H<sub>4</sub> : There is the influence of Negative Affectivity which mediates the relationship of Behavioral Incivility influencing Counterproductive Work Behavior (CWB).
- H<sub>5</sub> : Behavioral Incivility influences Counterproductive Work Behavior (CWB) which is moderated by Emotional Intelligence.

## **RESULTS AND DISCUSSION**

### **Characteristics and Object of Research**

Data as the profile of respondents who became the sample in this study were as many as 110 employees of SOEs (*PT. PLN*) Banda Aceh. Based on the results of the study then identify the characteristics of respondents as shown in the following table:

**Table 1- Characteristics of Respondents**

<b>No.</b>	<b>Description</b>	<b>Frequency (Person)</b>	<b>Percentage</b>
<b>1</b>	<b>Gender</b>		
	Male	57	51.8
	Female	43	48.2
<b>Summary</b>		<b>110</b>	<b>100</b>
<b>2</b>	<b>Age</b>		
	< 25 Year	46	41.8
	25-35 Year	33	30.0
	36-45 Year	17	15.5
	> 45 Year	14	12.7
<b>Summary</b>		<b>110</b>	<b>100</b>
<b>3</b>	<b>Level of Education</b>		
	Senior High	7	6.4
	School/Equal	21	19.1
	Diploma/Academy	68	61.8
	Bachelor	14	12.7
	Postgraduate		
<b>Summary</b>		<b>110</b>	<b>100</b>
<b>4</b>	<b>Years of Service</b>		
	< 10 Year	68	61.8
	10-15 Year	12	10.9
	16-20 Year	20	18.2
	> 20 Year	10	9.1
<b>Summary</b>		<b>110</b>	<b>100</b>
<b>6</b>	<b>Rank / Group</b>		
	0-7	8	7.3
	8-14	39	35.5
	15-21	58	52.7
	> 21	5	4.5
<b>Summary</b>		<b>110</b>	<b>100</b>

Source: Primary data (processed), 2018

**Measurement Model**

The Measurement Model or measurement model is testing the indicators used in a model to confirm whether it is indeed true to define a construct (variable) (Hair et al., 2010). Where each construct must have a loading factor greater than 0.50 (Hair et al., 2010). The analysis method used to determine the value of loading factor in this study is Confirmatory Factor Analysis (CFA).

To test the validity of the question items using factor analysis with the provisions of the question item has a loading factor > 0.50 (Hair, *et. al.*, 2010) after being tested all the items in the study

were declared valid. The dependent variable is (5 question items can be used because the loading factor is > 0.50), then for the independent variable counterproductive work behavior (5 question items are valid because the loading factor > 0.50), emotional intelligence variable (5 valid items due to loading factor > 0.50) and for affectivity negative variables (8 items can be used because the loading factor is > 0.50).

After doing a factor analysis, the data was also tested for reliability using Reality Test. Data is said to be reliable if Cronbach Alpha > 0.60 (Malhotra, 2012). The following table shows the reliability of all question items from 4 variables in this study. The results show that all question items have a Cronbach's Alpha value of more than 0.60. Thus all the question items used in this research variable can be trusted because they have fulfilled Cronbach's Alpha standard credibility.

**Table 2 - Loading Factor Measurement Model**

No.	Indicator	LF
<b>Counterproductive Work Behavior</b>		
1.	Damaging/wasting office equipment	<b>0.824</b>
2.	Do not enter the office for reasons of illness, even though the reality is not.	<b>0.724</b>
3.	Lowering one's performance.	<b>0.845</b>
4.	Vilifying the organization.	<b>0.869</b>
5.	Co-workers bothered me while I was talking on the phone.	<b>0.881</b>
<b>Behavioral Incivility</b>		
1.	Raising your voice when talking with colleagues.	<b>0.872</b>
2.	Co-workers did not discuss with me in advance about the decisions that I should follow.	<b>0.632</b>
3.	Coworkers gossip behind me.	<b>0.775</b>
4.	Colleagues publish my personal secrets.	<b>0.864</b>
5.	Off the office during working hours is not in the interests of official duties.	<b>0.846</b>
<b>Negative Affectivity</b>		
1.	A lot of work/work makes me feel uneasy in living my life.	<b>0.756</b>
2.	I often feel uncomfortable with work.	<b>0.673</b>
3.	My work is not running as desired / aspired.	<b>0.543</b>
4.	I feel like a failure in this job.	<b>0.681</b>
5.	I am easily offended by the attitude of other friends.	<b>0.697</b>
6.	I don't like having close friends, because they are very annoying.	<b>0.771</b>
7.	Free time makes me feel unproductive.	<b>0.896</b>
8.	There are many shortcomings in me and I can't do anything.	<b>0.812</b>
<b>Emotional Intelligence</b>		
1.	I can immediately realize when I'm angry.	<b>0.617</b>
2.	I really understand what I feel.	<b>0.845</b>
3.	I am sensitive to the feelings and emotions of others.	<b>0.691</b>
4.	I am a person who motivates myself.	<b>0.802</b>
5.	I love meeting new people.	<b>0.583</b>

**Table 3 - Reliability Test Results**

No.	Variable	Number of Items	Cronbach's Alpha		Description
			Count	Standard	
1.	Counterproductive work behavior	5	0.88	0.60	Reliable
2.	Behavioral Incivility	5	0.86	0.60	Reliable
3.	Negative Affectivity	8	0.85	0.60	Reliable
4.	Emotional intelligence	5	0.72	0.60	Reliable

**Proof of Hypothesis**

To prove the hypothesis in this study, data processing and research results have been carried out as described below. The following will explain the influence of behavioral incivility on counterproductive work behavior at SOEs (*PT. PLN*) Banda Aceh using the t-test as follows:

**Table 4 - The Influence of Behavioral Incivility on Counterproductive Work Behavior (T-Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2.188	0.163		13.445	0.000
	behavioral Incivility	0.591	0.047	0.770	12.541	0.000

a. Dependent Variable: Counterproductive Work Behavior  
 b. Predictors: (Constant), behavioral Incivility

Source: Primary Data (processed), 2018

Then from the table above it can be explained that the behavioral incivility (X) regression coefficient is positive (0.770) meaning that when behavioral incivility increases, it will increase counterproductive work behavior of employees with a t count of 12.541 > t table 1.658 at a significant level <0.05. So it can be concluded that behavioral incivility has an influence on work behavior counterproductive and has a unidirectional relationship because the value of t count is



positive. The results from the table above show that the hypothesis (Ha<sub>1</sub>) is acceptable. The following will explain the influence of behavioral incivility on negative affectivity:

**Table 5 - Behavioral Effect of Incivility on Negative Affectivity (T-test) Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	3.426	.178		19.264	.000
Behavioral Incivility	.126	.052	.229	2.442	.016

a. Dependent Variable: Negative Affectivity

Source: Primary Data (processed), 2018

Then from the table above it can be explained that the behavioral incivility (X) regression coefficient is positive (0.229) meaning that when behavioral incivility increases, it will increase the negative affectivity of employees with a t count of 2.442 > t table 1.658 at a significant level < 0.05. So it can be concluded that behavioral incivility has a contribution to negative affectivity, because the value of t arithmetic is positive, then shows the behavioral incivility has a direct relationship with negative affectivity. The results from the table above show that the hypothesis (Ha<sub>2</sub>) can be accepted.

The following will explain the effect of negative affectivity on counterproductive work behavior:

**Table 6 - The Influence of Negative Affectivity on Counterproductive Work Behavior (T-test) Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.864	0.507		5.654	0.000
negative affectivity	0.331	0.131	0.237	2.538	0.013

a. Dependent Variable: Counterproductive Work Behavior

Source: Primary Data (Processed), 2018

Then from the table it can be explained that the negative affectivity (Z<sub>2</sub>) regression coefficient is positive (0.237) meaning that when negative affectivity increases, it will increase counterproductive work behavior with a t count of 2.538 > t table 1.658 at a significant level < 0.05. So that it can be concluded that negative affectivity has a contribution to counterproductive work behavior, but because the value of t count is positive then showing negative affectivity has a direct relationship with counterproductive work behavior. The results from the table above show that the hypothesis (Ha<sub>3</sub>) can be accepted.



The following will explain the influence of behavioral incivility on counterproductive work behavior with negative affectivity as mediation:

**Table 7 - The Influence of Behavioral Incivility on Counterproductive Work Behavior with Negative Affectivity as a Mediating Variable (T-Test)**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	2.188	.163		13.445	0.000
	Behavioral Incivility	0.591	.047	0.770	12.541	0.000
2	(Constant)	1.879	0.343		5.484	0.000
	Behavioral Incivility	0.580	0.048	0.755	11.977	0.000
	Negative Affectivity	0.090	0.088	.065	1.023	0.309

a. Dependent Variable: Counterproductive Work Behavior

Source: Primary Data (Processed), 2018

Where the above equation explains that the role conflict regression coefficient ( $Z_2$ ) is positive (0.065) with a t value of 1.023 <1.658 at the probability level> 0.05 which indicates that this variable becomes insignificant even though the beta value decreases. So negative affectivity does not mediate the influence of behavioral incivility on counterproductive work behavior. So it can be concluded that ( $H_{a4}$ ) is rejected.

The following will explain the influence of behavioral incivility on counterproductive work behavior with emotional intelligence as a moderating variable:

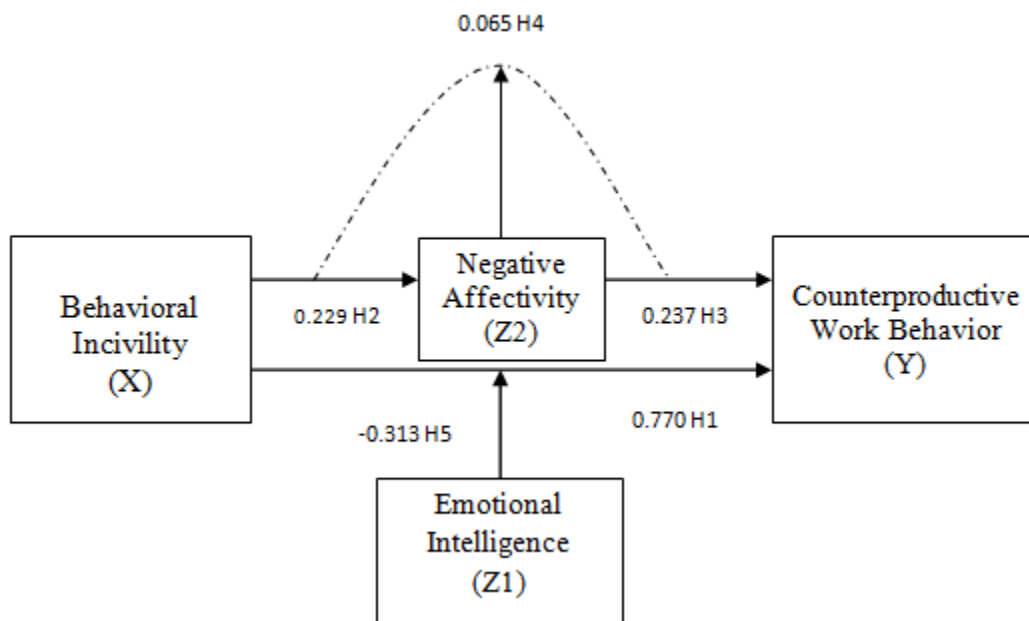
**Table 8 - The Influence of Behavioral Incivility on Counterproductive Work Behavior with Emotional Intelligence as a Moderating Variable (T-Test)**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.409	.303		4.653	0.000
	Behavioral Incivility	0.571	0.046	0.743	12.402	0.000
	Emotional Intelligence	0.212	.071	0.180	3.007	0.003
2	(Constant)	1.000	.354		2.828	0.006
	Behavioral Incivility	0.775	.105	1.009	7.366	0.000
	Emotional Intelligence	0.302	.081	0.256	3.727	0.000

Multiplication of Moderation	-0.047	0.022	-0.313	-2.149	0.034
a. Dependent Variable: Counterproductive Work Behavior					

Source: Primary Data (Processed), 2018

Where the above equation explains that the regression coefficient of emotional intelligence (Z1) is negative (-0.313), which means that behavioral incivility (X) with emotional intelligence (Z1) of -0.313 weakens the relationship between behavioral incivility (X) with counterproductive work behavior (Y) amounting to - 31.3% with a value of t count of 2.149 > t table 1.658. These results indicate that the hypothesis (Ha5) can be accepted.



**Figure 2 - Model of Research Results**

**DISCUSSION**

The results of testing hypothesis 1 shows that behavioral incivility has a significant positive effect on counterproductive work behavior on employees of State Electricity Company (PT. PLN) Banda Aceh. This means that every behavioral incivility increases, it will increase employee's counterproductive work behavior.

Testing of hypothesis 2 shows that behavioral incivility has a significant and positive effect on negative affectivity of employees of State Electricity Company (PT. PLN) Banda Aceh. This means that every incivility behavior increases, it will increase employee negative affectivity as well.

Testing of hypothesis 3 shows that negative affectivity has a positive and positive effect on employee counterproductive work behavior. that means if the negative affectivity is high, it will increase employee's counterproductive work behavior.

Testing of hypothesis 4 shows that behavioral incivility has no significant effect on counterproductive work behavior through negative affectivity as a mediating variable. However, the current study found partial mediation effects because the direct effects of incivility on counterproductive behavior were significant and the indirect effect was not significant but the significance value was reduced so that the obtained was partial mediation. Then hypothesis 4 is not supported because it does not prove that negative affectivity mediates the relationship of incivility with counterproductive behavior.

The testing of hypothesis 5 shows that behavioral incentive has a significant and negative effect on counterproductive work behavior with emotional intelligence as moderation which means that when the moderating variable will weaken the incivility towards counterproductive behavior and means that the moderating variable in this study is a moderation predictor. This is reinforced by the statement of Mayer et al. (2003) and Andersson & Pearson (1999). the existence of emotional intelligence of employees will lead to a decrease in incivility towards their counterproductive behavior. So hypothesis 5 is supported because it is.

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