

Counterproductive work behavior reviewed by organizational culture in millennial employees

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Abstract

Purpose: Counterproductive work behavior is deviant behavior carried out by individuals that causes losses to the company and its members. One of the generations working as employees in the current era is the millennial generation or commonly known as generation Y. This research aims to examine the influence of organizational culture on counterproductive work behavior among millennial employees.

Method: This research method is quantitative using a research instrument in the form of a questionnaire using a Likert scale. In this study, the researcher determined using a cluster sampling technique to obtain a sample of 130 respondents from six companies. The analytical tests used are Confirmatory Factor Analysis (CFA) and multiple regression.

Result: The results of the multiple linear regression test show that there is a significant influence on organizational culture variables (innovation and risk taking, attention to detail), results orientation, people orientation, team orientation, aggressiveness, stability) on counterproductive work behavior among millennial employees. Organizational culture has a significant influence on counterproductive work behavior, namely innovation and risk taking variables have a positive influence and contribute 11.4%, then results orientation has a negative influence and contributes 56.5%, then people orientation has a negative influence and contributes 23.1%. Team orientation also has a positive influence and contributes 14.3%, while aggressiveness has a positive influence and contributes 20.9%, while other variables that have no influence on counterproductive work behavior are the variables attention to detail and stability.

Conclusion: In the future this research can become a reference for further research by paying attention to other variables such as personality, job characteristics, work group characteristics, and organizational injustice.

Keywords: counterproductive work behavior; organizational culture; millennial employees

INTRODUCTION

In the current era, organizations or companies are also expected to be able to keep up with the times which are changing so rapidly. So to achieve the goals of a company or organization, a company must have employees who have productive work behavior to help achieve the goals of a company. The occurrence of work behavior is an important aspect to pay attention to and can help human resource management to be able to estimate the extent of productivity and competitive ability. It is a big challenge in managing human resources to resolve the problem of negative work behavior or what is better known as counterproductive work behavior in various industrial sectors.

Employees are part of the human resources in a company and are considered the most important asset. Every action taken by employees can have a direct impact on the company's development

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and productivity. Therefore, what an organization must know is to get employees who comply with the rules and norms that have been set in each company or organization with the aim of achieving optimal performance and increasing productivity. One of the generations working as employees in the current era is the millennial generation or commonly known as generation Y. The millennial generation is the generation that was born at the same time as the development of information technology, the millennial generation is the generation born between 1982 - 2000. Characteristics of millennial employees namely, wanting to work in varied fields of work and always looking for space to develop skills, need a mentor, demand flexibility in work, have a high sense of optimism, achievement, self-confidence and respect for existing diversity (Sukoco et al., 2021) So this research was carried out in Tuban district which has a fairly large millennial generation population, namely 219,300 thousand people.

Spector, (2006) defines counterproductive work behavior as actions that are detrimental to the company or organization and all individuals within it. According to (Rusdi, 2014; Sackett & DeVore, 2005) define counterproductive work behavior as deviant behavior carried out by employees or members of an organization with the aim of breaking regulations or ignoring values that conflict with the interests and goals of the organization. According to Spector (2006), aspects of counterproductive work behavior include aspects of abuse, production deviance, sabotage, theft, withdrawal. Based on research results (Rusdi, 2014) 65.6% of employees deliberately arrive late, 64.4% of employees overstay their rest hours, 62.2% of employees reduce working hours on purpose by leaving early, 66.7% of employees prioritize personal interests over their work and 57.8% employees who use office facilities outside of work purposes.

One of the factors that influences counterproductive work behavior is organizational culture. Organizational culture is a system that has shared meaning formed by individuals in an organization which is also what differentiates the organization from other organizations (Robbins & Judge, 2017) . Based on research conducted by Jaironi et al (2023) that good or bad implementation of organizational culture can have an influence on counterproductive work behavior.

Based on the explanation above, organizational culture (as an external factor) has an influence on millennial employees. There is still little research that focuses on reviewing counterproductive work behavior with organizational culture. So researchers want to find out whether there is an influence from each aspect of organizational culture on counterproductive work behavior. So the aim of this research is to determine the influence between counterproductive work behavior reviewed and organizational culture on millennial employees.

METHOD

The method used in this research is quantitative. The population in this research is millennial employees who work in Tuban Regency. The sampling technique used is cluster sampling. The subjects in this research were 130 millennial employees from 6 companies in Tuban Regency. Scale distribution was carried out online using Google Form. This research used millennial employee subjects with male and female characteristics, aged 24-39 years and working at companies in Tuban district.

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The instrument in this research uses a scale of counterproductive work behavior and organizational culture which was adapted, modified and adjusted by researchers to current conditions. This research uses a Likert model scale using favorable and unfavorable items (Sugiyono, 2019). In this study, researchers used the Confirmatory Factor Analysis (CFA) technique with Lisrel 8.80 software to test construct validity with the aim of proving whether the instrument used was uni-dimensional for each scale by paying attention to the Chi-Square value (P-value>0.05 or not significant).

Counterproductive work behavior p-value = 0.07259, organizational culture aspects of innovation and risk taking P-value = 0.11355, attention to detail P – Value = 0.73857, orientation to results P – Value = 0.05841, orientation to people P – Value = 0.79914, orientation to team P – Value = 0.68243, aggressiveness P-value = 0.54743, stability P-value = 0.07720 Data analysis techniques use hypothesis testing, multiple regression analysis tests, The results of data analysis can be seen in tables 2, 3 and 4

RESULT

Table 1
Statistical Description of Research Variables

Variable	N	Range	Min	Max	Mean	Std. Deviation
1. Counterproductive Work Behavior	130	57.00	19.00	76.00	34.4077	14.39299
2. Innovation and Risk	130	10.00	5.00	15.00	11.0154	2.18517
3. Pay Attention to Details	130	12.00	3.00	15.00	11.4000	2.27763
4. Results orientation	130	16.00	4.00	20.00	15.1000	2.95404
5. People orientation	130	12.00	3.00	15.00	11.2154	2.16378
6. Team orientation	130	15.00	5.00	20.00	15.0923	2.81041
7. Aggressiveness	130	11.00	4.00	15.00	11.2462	2.16047
8. Stability	130	12.00	3.00	15.00	9.3385	2.75218

Table 2
Categorization of Research Variable Scores

Variable	Frequency			
	High	%	Low	%
1. Counterproductive Work Behavior	41	31.5	89	68.5
2. Innovation and Risk	74	56.9%	56	43.1%
3. Pay Attention to Details	96	73.8%	34	26.2%
4. Results orientation	126	96.9%	4	3.1%
5. People orientation	86	66.2%	44	33.8%
6. Team orientation	126	96.9%	4	3.1%
7. Aggressiveness	80	61.5%	50	38.5%
8. Stability	46	35.4%	84	64.6%

Based on table 2, the counterproductive work behavior variable is 89 people (68.5) in the low category. Meanwhile, 41 people (31.5%) were in the high category. Based on this data, the distribution of these variables is more in the low category.

Second, in the variables of innovation and risk taking, 74 people (56.9%) were in the high category and 56 people (43.1%) were in the low category. Thus, the results of the data distribution on the variables of innovation and risk taking are more in the high category. Furthermore, the variable paying attention to details, there are 96 people (73.8%) in the high category and 34 people (26.2%) in the low category. Thus, the distribution of results on variables pays more attention to detail in the high category.

In the orientation variable, the results showed that 126 people (96.9%) were in the high category and 4 people (3.1%) were in the low category. Thus, the results from the distribution of orientation variable data on results are more in the high category. Next, namely the variable orientation towards people, as many as 86 people (66.2%) were in the high category and 44 people (33.8%) were in the low category. Thus, the results of the distribution of the orientation variable towards people are more in the high category. In the team orientation variable, 126 people (96.9%) were in the high category and 4 people (3.1%) were in the low category. Thus, the distribution of data from the orientation variable in the team gets more results in the high category. Furthermore, the aggressiveness variable shows that as many as 80 people (61.5%) are in the high category and 50 people (38.5%) are in the low category. Thus, the results of the distribution of the aggressiveness variable are more in the high category. Meanwhile, the stability variable shows that 46 people (35.4%) are in the high category and 84 people (64.6%) are in the low category. Thus, the results from the distribution of the stability variable are more in the low category.

Table 3
Anova Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11277.694	12	939.808	109.190	.000 ^b
	Residual	1007.027	117	8.607		
	Total	12284.722	129			

a. Dependent Variable: CWB

b. Predictors: (Constant), *People orientation, Aggressiveness, Innovation and Risk, Team orientation, Stabil, Pay Attention to Details, Results orientation*

With a p value <0.05, so there is a significant influence between organizational culture (innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability) on counterproductive work behavior. Next, look at the regression coefficients for each aspect of the independent variable organizational culture in table 4 below:

Table 4
Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.092	2.198		19.150	.000

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Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
<i>Counterproductive Work Behavior</i>	1.070	.209	.240	5.126	.000*
<i>Innovation and Risk</i>	-.229	.156	-.153	-1.469	.144
<i>Pay Attention to Details</i>	-1.193	.148	-.830	-8.086	.000*
Results orientation	-1.131	.226	-.251	-5.007	.000*
People orientation	.083	.205	.024	.403	.000*
Team orientation	-1.048	.246	-.232	-4.253	.000*
Aggressiveness	-.198	.107	-.136	-1.856	.066

a. Dependent Variable: CWB
 (*) Keterangan Signifikan

Based on the results of the regression coefficients for each aspect of the independent variable organizational culture and big five personality, there are nine aspects that have an influence and three aspects do not have a significant influence, looking at the significance value ($\text{sig} < 0.05$).

DISCUSSION

Based on the results of the analysis, it shows that organizational culture variables have an influence on counterproductive work behavior and the rest is influenced by other variables not examined in this research. Based on the research results, innovation and risk taking have a significant influence on counterproductive work behavior, with a positive coefficient. This finding is in line with Rijanto & Mukaram, (2018) research that innovation and risk taking have an influence on work behavior. Innovation and good risk taking from an employee can boost the quality of their work and profits for the company.

This research used millennial employee subjects with male and female characteristics, aged 24-39 years and working at companies in Tuban district. Furthermore, the results of research that has been carried out show that paying attention to details does not significantly influence counterproductive work behavior, because according to Jaironi et al (2023) The company encourages employees to be innovative and creative, encouraged to dare to take risks in the responsibilities given, encouraged to be careful in carrying out work, encouraged to carry out detailed analysis of work.

Based on the results of this research, results orientation has an influence on counterproductive work behavior, the direction of the coefficient is negative. These findings are in accordance with previous research carried out by (Zaky, 2021) that an organizational culture that is consistent in results and can create an effective work environment thereby reducing deviant work behavior. Referring to the results of this research, orientation towards people significantly influences counterproductive work behavior, the direction of the coefficient is negative. This is the same as research conducted by Sumardjono (in Rijanto & Mukaram, 2018) that clan culture which focuses on placing employee involvement in work has an influence on employee work behavior. Based on the results of this research, team orientation significantly influences counterproductive work behavior in a positive direction. This finding is the same as the research results of Rijanto & Mukaram (2018) that a clan culture that focuses on placing employee involvement in working as a team has an influence on employee work behavior.

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Judging from the research results, the aggressive variable has a significant effect on counterproductive work behavior, with a negative coefficient value. This is in line with the results of research conducted by Kisinyo et al (2022) that the desire of employees to provide good performance, employee loyalty to the company is something that is needed by the company so that when the culture is low then counterproductive work behavior will occur and vice versa. The research results show that stability does not have a significant effect on counterproductive work behavior. These results contradict the findings in previous research conducted by (Kisinyo et al., 2022) that organizations try to use a positive organizational culture and a positive work environment so that employees will work productively.

CONCLUSION

Based on the results of hypothesis testing in this research, it shows that of the 8 hypotheses, 6 were accepted and 2 were rejected. The first hypothesis states "there is a significant joint influence of organizational culture variables (innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, stability) on the counterproductive work behavior of Millennial Employees in the District. Tuban" with an F value of 0.000 ($p < 0.05$), then the first hypothesis is accepted. However, from the regression coefficient value for each independent variable, only nine variables were significant, namely innovation and risk taking, results orientation, people orientation, team orientation, aggressiveness. While the other two variables were not significant, they included attention to detail and stability. Analysis of the proportion of variance of the independent variables showed that 5 variables contributed significantly, namely innovation and risk taking, results orientation, people orientation, team orientation, and aggressiveness.

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