

THE ROLE OF EMOTIONAL INTELLIGENCE IN MODERATING THE EFFECT OF INTERPERSONAL CONFLICTS AND ORGANIZATIONAL INSTITUTIONS TOWARDS COUNTERPRODUCTIVE WORK BEHAVIOR

(Study at the Denpasar City Regional Secretariat)

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Abstract: The Government of Denpasar City applies the “Sewakadarma Work Culture” as a basis in implementing change in the Bureaucracy Reform. The Government of Denpasar City realizes that successful policy implementation cannot be formed without adequate of State Civil Servant (ASN) attitudes and behavior. The purpose of this study is to analyze the role of emotional intelligence moderation on the influence of interpersonal conflict and organizational injustice on Counterproductive Work Behavior (CWB). This research uses quantitative data that are analyzed using an associative causality approach. The sampling technique in this study was purposive sampling, with a total sample of 214 respondents from 461 populations. Data collection techniques in the form of distributing questionnaires to ASN employees from 10 sections in the Denpasar City Regional Secretariat, namely structural positions to functional positions with the status of civil servants (PNS) and Government Employees with Work Agreements (PPPK). The data analysis tool used is Structural Equation Model (SEM) with Path Least Square (PLS) version 3.0. The results of this study indicate that interpersonal conflict and organizational injustice have a significant positive effect on counterproductive work behavior. This study also found that emotional intelligence weakens the effect of interpersonal conflict and organizational injustice on counterproductive work behavior. The practical implication of this research is that this research can be used as a model that emotional intelligence can reduce the counterproductive work behavior of the State Civil Apparatus caused by interpersonal conflict and organizational injustice in the Regional Secretariat of Denpasar. Theoretical implications in this study are the results of this study can support the Integrative Theory of Counterproductive Work Behavior which explains that emotional intelligence can determine a person's involvement in counterproductive work behavior, when facing situational variables such as interpersonal conflict and organizational injustice.

Keywords: interpersonal conflict, organizational injustice, emotional intelligence, and counterproductive work behavior.

I. INTRODUCTION

Denpasar City Government implements “Sewakadarma Work Culture” in the framework of implementing Bureaucratic Reform Change Management. Denpasar Mayor Regulation No. 38 of 2018 concerning the Work Culture of Sewakadarma implies that Sewakadarma is a work culture in the Denpasar City Government Environment which means service and

service are obligations. *Sewakadarma* has become a work culture that must be followed by all elements of the State Civil Servant (ASN) in the Government of Denpasar City. The government is essentially as implementing policies aimed at serving the community, where ASN as the main actors consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Employees will sometimes engage in behavior that is contrary to organizational goals [17]. The opposite of productive work behavior is known as counterproductive work behavior (CWB). CWB is negative or deviant behavior that is intentionally displayed by workers in the workplace that aims to harm and oppose the organization, coworkers, customers or clients to fulfill one's personal interests and usually violates the organization's code of ethics [20]. CWB as voluntary behavior that violates significant organizational norms and becomes a threat to an organization, its members or both [13]. Some of the causes that lead to the emergence of CWB include; personality variables, job characteristics, work group characteristics, organizational culture, control systems and injustice [2].

The results of interviews conducted with 10 (ten) ASNs related to the possibility of CWB occurring in the Regional Secretariat of Denpasar, the results indicate the existence of CWB among employees in the Regional Secretariat of Denpasar. Based on the intensity of the incident, it was found that there were employees who arrived late, deliberately worked slower than their abilities and the behavior often occurred. Gossiping, mocking coworkers as a joke is also often done. Even found that there are still employees who look more daydreaming, chatting, playing mobile phones or watching YouTube during work hours. CWBs that are quite risky are faking receipts for profit, saying impolite words especially to the opposite sex, and so on and there are employees who are caught drinking beer while on duty. These behaviors greatly affect the effectiveness and efficiency of the implementation of duties and responsibilities of employees and ultimately affect the efforts to achieve organizational performance.

Based on the results of the interview, it is suspected that injustice towards rewards and division of tasks is a possible cause of CWB. That is because the Regional Secretariat has a bureaucratic structure with a high level of formality and complexity of activities. Some studies conclude that good treatment or fairness received by workers can lead to positive behavior of employees. However, if employees feel that justice is lost or organizational injustice occurs, there will be negative consequences for employee behavior ([29]; [22]; [10]; [25]; [3]). Research conducted by [20] uses three dimensions to measure organizational injustice namely; distributive injustice, procedural injustice and interactional injustice that have a significant positive relationship to CWB. Procedural injustice significantly influences CWB [19]. According to [15] the dimensions of corruption and office abuse from CWB are significantly influenced by distributive injustices that occur among junior cadres of police officers. In contrast to research conducted by [32] who found that there was no significant relationship between organizational justice and CWB ASN. [12] state that procedural and informational injustices have a strong effect, while distributive and interpersonal injustices show a weaker effect on CWB public sector workers in Greece.

Differences in employee status, positions and work fields in the Regional Secretariat of Denpasar also have the potential to cause conflict, because conflicting interests and desires will lead to competition between employees. Conflict is a discrepancy between two or more members of an organization, which arises because of the fact that they have to share in terms of obtaining limited resources, work activities and the fact that employees have different status, goals, values or perceptions [31]. If the conflict and intimidation is higher, then the affective welfare of employees will decrease, so the frequency of counterproductive work behavior will also be higher [8]. [16] concluded that interpersonal conflict at work has a direct effect on CWB. Relationship conflict has a positive relationship with bullying behavior [6]. In addition, research conducted by [9] found that interpersonal conflict was positively related to CWB. Similar results were also found by [18], but this is not the case with research conducted by [27], who found that interpersonal conflict had a significant negative relationship with CWB.

[30] say that each individual has different reasoning or sensemaking in responding to every situation that occurs. Not all individuals will respond to unpleasant situations that occur to them such as injustice and emotional conflict so that CWB acts as their protest against individuals or organizations. However, reasoning really requires the ability to control emotions that arise due to events that occur as emotional intelligence that can determine organizational work behavior [14]. Therefore, emotional intelligence is very important for human resources in an organization or company. Research conducted by Ma and Liu (2019) states that emotional intelligence, namely the emotional assessment of self and the emotional assessment of others can moderate the relationship between supervisor conflict and CWB employees. Emotional intelligence also significantly moderates the relationship between distributive injustice, procedural injustice and interpersonal injustice perceived by public sector employees in Nigeria against CWB directed at organizations [7]. However, it differs from previous studies conducted by [14] that emotional intelligence does not moderate the relationship

between organizational justice and CWB. [18] also found that emotional intelligence was not proven to moderate the relationship between interpersonal conflict in the workplace and self-reported involvement in abusive behavior in the workplace.

II. HYPOTHESES

Based on the results of these empirical studies and the lack of research that explains the moderation role of emotional intelligence, it can be assumed that emotional intelligence moderates the relationship between interpersonal conflict and organizational injustice to counterproductive work behavior. Given the importance of emotional intelligence in preventing counterproductive work behavior from interpersonal conflict and perceived injustice.

H1: Interpersonal conflict has a significant positive effect on counterproductive work behavior.

H2: Organizational injustice has a significant positive effect on counterproductive work behavior.

H3: Emotional intelligence weakens the effect of interpersonal conflict on counterproductive work behavior.

H4: Emotional intelligence weakens the effect of organizational injustice on counterproductive work behavior.

III. RESEARCH METHODS

The design in this study is an associative causality relationship that is useful for measuring the relationship between research variables or analyzing how a variable influences other variables. The data in this study were collected in an ex post facto manner, in other words the researcher relied on respondents' perceptions to explain their experiences and subsequently analyzed according to descriptive and causal design. The data collection technique used is the survey method, with a closed questionnaire tool. Research data will be analyzed and processed with Structural Equation Model (SEM) analysis with Path Least Square (PLS). The data analyzed and processed are primary data obtained from the questionnaire answers to measure all variables. The location of the study was the Denpasar City Secretariat (Setda). Therefore, this study population numbered 461 employees consisting of Heads of Subdivisions and functional positions. In determining the number of samples in this study, the Slovin formula (Umar, 2013) will be used from the results of these calculations, so the sample taken in this study is 214.17 rounded up to 214 respondents.

IV. RESULT AND DISCUSSION

Hypothesis testing is the process of evaluating a null hypothesis, where the hypothesis can be accepted or rejected. Opposite of the null hypothesis is an alternative hypothesis which states the differences between parameters and statistics. Testing this hypothesis can be done by looking at the value of t-statistics using a significance level of 95% (= 0.05 or 5%). As for the t-table value with a significance level of 95% is 1.96. The criteria for rejection and acceptance of the hypothesis are H_a accepted and H_0 rejected if $t\text{-statistics} > 1.96$ and vice versa. In detail, the results of the direct influence test of this study can be seen in Table 1

Table 1: Result Direct Effect

				Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P-Values
Interpersonal Conflict (X1)	→			0,279	0,354	0,253	2,105	0,000
Counterproductive Work Behavior (Y)								
Organizational Injustice (X2)	→			0,651	0,644	0,187	3,475	0,001
Counterproductive Work Behavior (Y)								
Emotional Intelligence (M)	→			-0,033	-0,007	0,191	3,913	0,001
Counterproductive Work Behaviour (Y)								
Moderating Effect (1)	→			-0,095	-0,072	0,198	2,478	0,003
Counterproductive Work Behavior (Y)								
Moderating Effect (2)	→			-0,228	-0,208	0,165	2,379	0,002
Counterproductive Work Behavior (Y)								

Source: Primary data processed, 2019

The effect of interpersonal conflict on counterproductive work behavior

Based on the results of Hypothesis 1 (H1), it can be stated that interpersonal conflict has a significant positive effect on counterproductive work behavior (CWB). These results mean that, the higher the interpersonal conflict of employees, the higher the CWB that occurs in the Denpasar City Secretariat (Setda). This shows that a person's CWB can occur when interpersonal conflicts within an organization flourish, which leads to conflict of interest. Each individual will feel to have a dominant role and influence, so as to encourage the growth of CWB. Such behavior is generally caused by harmonization of disrupted internal communication and ineffective coordination of task implementation. This finding proves that the leadership conflict management capabilities in the Denpasar City Secretariat (Setda) need to be improved so that conflicts that occur between ASNs can be overcome and will significantly be able to contribute to reducing the CWB that occurs. These results are in accordance with the research of [20] which says that interpersonal conflict has a significant positive relationship with CWB. According to [8], conflict is significantly correlated with CWB. Relationship conflict has a positive relationship with bullying behavior [6]. In addition, research conducted by [9] found that interpersonal conflict was positively related to CWB. [18] in his research showed that interpersonal conflict in the workplace would be positively related to involvement in abusive behavior in the workplace. The results of research conducted by [16] also show that there is a direct influence of interpersonal conflict in the workplace on CWB. In line with the study, [11] also revealed that there is a significant influence between interpersonal conflict at work with CWB. Interpersonal conflict is more strongly correlated with people working in the organizations (CWB-P) compared to employee voluntary behaviors that harm organizations (CWB-O) because interpersonal conflicts that occur are more caused by someone, then the employee prefers to hurt the individual than the organization [24].

The effect of organizational injustice on counterproductive work behavior.

Based on the results of Hypothesis 2 (H2), it can be stated that organizational injustice has a significant positive effect on counterproductive work behavior. These results mean that the higher the employee's perception of organizational injustice, the higher the CWB that occurs in the Regional Secretariat of Denpasar. This shows that injustice and justice are things that are highly considered by employees related to the transactional process in the organization. Injustice in the organization is one form of organizational dysfunctional practice that impacts on an uncomfortable working atmosphere within the organization. This finding proves that if the treatment, communication, procedure and distribution of rewards to ASNs in the Regional Secretariat of Denpasar are more fair and transparent, it will significantly be able to contribute to suppressing CWB. The results of this hypothesis are in accordance with the research of [4] which proves that injustice will be the cause of sabotage more often than helplessness, frustration, work facilitation, boredom or pleasure. [20] say that organizational injustice has a significant positive relationship with CWB. In line with this research, organizational injustice has a significant influence on CWB [1]. According to [19] organizational procedural injustice significantly influences the organization's CWB. In addition, research conducted by [15], found that distributive inequality has a significant effect on CWB. Previous research found that procedural and informational injustices have a strong effect, while distributive and interpersonal injustices show a weaker effect on CWB public sector workers in Greece [12]. Procedural justice and distributive justice have a greater influence on employee positive behavior than employee negative behavior, because the perception of fairness towards procedures and distribution will encourage positive employee behavior and productivity [23].

The influence of interpersonal conflict on counterproductive work behavior that is moderated by emotional intelligence.

Based on the results of the Hypothesis (H3) test, it can be stated that emotional intelligence weakens the influence of interpersonal conflict on counterproductive work behavior. This means that the higher the emotional intelligence of the employees, the less the CWB is caused by interpersonal conflict. Therefore, emotional intelligence is a personal resource that will assist individuals in overcoming interpersonal conflicts in the workplace [7]. High employee emotional intelligence, will be able to manage themselves well in various situations in the workplace. However, if they cannot manage themselves well or have low emotional intelligence in dealing with situations in the workplace it will cause CWB which will harm others or the organization. This finding proves that to be able to significantly contribute to suppressing CWB employees, it is not enough to focus solely on how leaders deal with interpersonal conflict. However, an increase in ASN emotional intelligence also needs to be considered and improved given there is a cognitive process in humans to respond to situations that occur that will play a major role in an action and human behavior. The results of this hypothesis

are in line with previous research which shows that although interpersonal conflict can cause employee CWB, how employees process emotional information caused by the conflict can significantly influence them to be involved in CWB ([5]. Greenidge et al. (2014) argues that Regulation of Emotion (ROE) is able to protect the indirect effects of supervisor conflict on CWB employees by increasing self-control over conflict situations that occur. Basically, managing emotions is not only about summarizing negative feelings but also about how to prevent yourself from being destroyed. Research conducted by Ma and Liu (2019) states that emotional intelligence, namely the emotional assessment of self and the emotional assessment of others can moderate the relationship between supervisor conflict and CWB employees.

The effect of organizational injustice on counterproductive work behavior that is moderated by emotional intelligence.

Based on the results of Hypothesis 4 (H4), it can be stated that emotional intelligence weakens the influence of organizational injustice on counterproductive work behavior. This means that the higher the emotional intelligence of the employees, the less the CWB will result from organizational injustice. This is because emotional intelligence is a potential moderator in the relationship between perceptions of injustice and CWB because emotional intelligence consists of several components that will affect the way a person interprets and reacts to injustice [26]. Situational conditions such as inflexible policies, rules or reward systems that are not fair, will put pressure and encourage employees to do CWB. Therefore, employees need to have the ability to manage emotions, which can help them maintain positive feelings, avoid negative feelings and deal with stress. This finding proves that to be able to significantly contribute to suppressing CWB employees, it is not enough to simply focus on how leaders can reduce the perception of injustice. However, an increase in ASN emotional intelligence also needs to be considered and improved given there is a cognitive process in humans to respond to situations that occur that will play a major role in an action and human behavior. The results of this hypothesis are in line with the research of [21] which shows that emotional intelligence consists of various social skills and abilities that are able to assist individuals in controlling and managing negative reactions at work due to injustice. [28] in his research showed that self-control moderates the negative relationship between perceived organizational justice and cyberloafing behavior. In particular, there is a stronger negative relationship between perceived organizational justice and cyberloafing for high-level employees compared to low levels of self-control. Emotional intelligence also significantly moderates the relationship between distributive injustice, procedural injustice and interpersonal injustice perceived by public sector employees in Nigeria against CWB directed at organizations [7].

V. CONCLUSION AND SUGGESTION

Based on the discussion on the results of the study, some conclusions are obtained about the role of emotional intelligence moderation on the influence of interpersonal conflict and organizational injustice on counterproductive work behavior, namely as follows interpersonal conflict has a significant positive effect on counterproductive work behavior. This shows that the higher the interpersonal conflict, the higher the counterproductive work behavior that occurs. Organizational injustice has a significant positive effect on counterproductive work behavior. This shows that the higher organizational injustice, the higher the counterproductive work behavior that occurs. Emotional intelligence weakens the influence of interpersonal conflict on counterproductive work behavior. This shows that, the higher the emotional intelligence, the effect of interpersonal conflict on counterproductive work behavior will be lower. Emotional intelligence weakens the effect of organizational injustice on counterproductive work behavior. This shows that, the higher the emotional intelligence, the effect of organizational injustice on counterproductive work behavior will be lower. Suggestions that can be given based on the results of statistical data analysis show that emotional intelligence can weaken the influence of interpersonal conflict and the effect of organizational injustice on counterproductive work behavior. Based on the description of respondents' answers to the variable emotional intelligence, the lowest ability with an average value of 3.61 is the emotional self-awareness dimension. That is, employees are less able to recognize and choose feelings, understand things that are felt and know the cause of the emergence of these feelings or emotions. Thus, leaders or officials need to conduct emotional intelligence training for the State Civil Apparatus (ASN), bearing in mind that up to now the Regional Secretariat of Denpasar has only focused on training to improve the performance of ASN so as not to form a character ASN. ASN not only must be qualified in terms of knowledge and skills, but also must have a good attitude because ASN which behaves in a deviant manner and violates norms will result in losses in the administration of government.

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