

The Effects of Work Engagement on Counterproductive Work Behavior: The Part Conscientiousness Plays as Moderation and Emotional Exhaustion as Mediation (PT Pasoka Sumber Karya Study)

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ABSTRACT

This study aims to analyze the effect of work engagement on counterproductive work behavior, considering the role of emotional exhaustion as a mediating variable and conscientiousness as a moderating variable. The phenomenon of counterproductive work behavior (CWB) at PT Pasoka Sumber Karya is evident from high absenteeism rates, the use of office facilities for personal purposes, poor time management, and low concern for cleanliness. The study population consists of all 105 employees of PT Pasoka Sumber Karya, selected as a sample using the census method. Data were collected via a questionnaire and analyzed using Partial Least Squares (PLS-SEM) with the assistance of SmartPLS 3.2.7. The results of the study indicate that: (1) work engagement has a significant negative effect on emotional exhaustion; (2) emotional exhaustion has a significant positive effect on counterproductive work behavior; (3) work engagement has a significant negative effect on counterproductive work behavior; (4) emotional exhaustion mediates the relationship between work engagement and counterproductive work behavior; (5) conscientiousness moderates the relationship between work engagement and emotional exhaustion. This study reinforces the Conservation of Resources (COR) theory, which emphasizes the importance of psychological resources in preventing counterproductive behavior.

Keywords: work engagement, emotional exhaustion, conscientiousness, counterproductive work behavior.

INTRODUCTION

Many companies experience problems due to counterproductive work behavior (CWB). CWB refers to employee actions that are not in line with company goals and cause losses, either directly or indirectly. This behavior can take the form of violations of company regulations, aggression towards colleagues, absences without valid reasons, or inefficient use of work time. This unproductive work behavior has the potential to reduce productivity, create an uncomfortable work environment, and result in financial losses if not addressed promptly.

Previous studies indicate that counterproductive work behavior (CWB) does not occur spontaneously but is influenced by various psychological factors and personality characteristics. Conscientiousness, which describes a person's tendency to be orderly, responsible, disciplined, and focused on achievement, is one aspect of personality that is often associated with CWB (Thibault & Kelloway, 2020; Mackey et al., 2021). Individuals with high levels of conscientiousness tend to exhibit positive work behavior and avoid deviant actions.

Based on field observations, PT Pasoka Sumber Karya exhibits counterproductive behavior, including: 1) Many employees do not take good care of company facilities and infrastructure, as evidenced by the condition of tables, chairs, and other equipment that are poorly maintained even though they can still be used for about two years. 2) The Head of Human Resources and General Affairs reported that a number of employees use company vehicles for personal purposes during working hours. 3) Some employees are undisciplined regarding arrival and departure times after breaks. 4) Relationships between senior and junior employees are still influenced by a strong seniority system. 5) Lack of concern

for workplace cleanliness remains an issue. 6) Some employees tend to blame others to cover up shortcomings in their own work.

The emotional burden and lack of energy felt by employees can trigger negative actions in the workplace at PT Pasoka Sumber Karya, as illustrated in the following Figure 1:

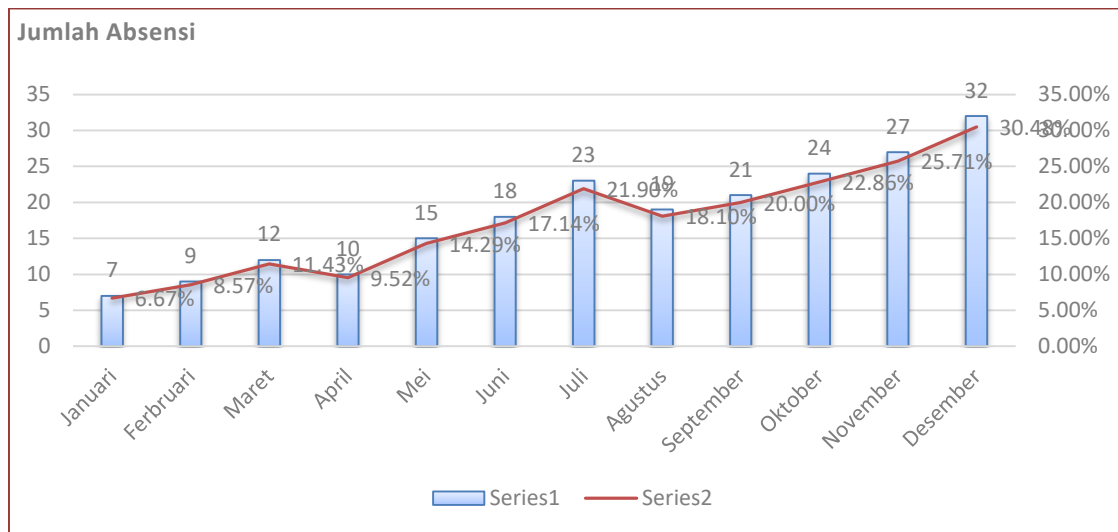


Figure 1. Attendance of the Human Resources Department of PT Pasoka Sumber Karya (2024)

The graph above shows that the employee absenteeism rate at PT Pasoka Sumber Karya is quite high. There was a significant increase in the number of absences from September to December. This increase is suspected to be intentional and has a negative impact on the smooth operation of the company. This high level of absenteeism is also a form of counterproductive work behavior (CWB) that can tarnish the reputation of employees and the company. This is the background for the researcher to conduct a study on the factors that influence CWB at PT Pasoka Sumber Karya.

Counterproductive work behavior (CWB) is one of the problems faced by employees of PT Pasoka Sumber Karya, and researchers suspect that there are other forms of CWB occurring. To collect evidence related to the phenomenon of CWB among employees of PT Pasoka Sumber Karya Padang, a preliminary survey was conducted on 30 randomly selected employees. The results of the preliminary survey are presented in Table 1 below:

Contraproductive Work Behavior (CWB) Phenomena at PT Pasoka Sumber Karya

No.	Pernyataan	Jawaban					Rata-rata	TCR
		1	2	3	4	5		
1.	Saya terlambat masuk kerja tanpa izin	0	8	2	19	1	3,43	68,67
2.	Saya mengambil waktu istirahat yang lebih lama dari yang seharusnya	0	9	1	20	0	3,37	67,33
3.	Saya meninggalkan pekerjaan lebih awal dari yang diizinkan	0	18	4	6	2	2,73	54,67
4.	Saya menyalahkan seseorang di tempat kerja atas kesalahan yang saya lakukan	0	11	0	19	0	3,27	65,33
5.	Saya menghina seseorang tentang kinerja pekerjaan mereka	0	7	1	20	2	3,57	71,33
6	Saya mengotori atau mengotori tempat kerja saya dengan sengaja	0	4	2	22	2	3,73	74,67
7	Saya merusak peralatan atau properti dengan sengaja	0	18	2	9	1	2,77	55,33
8	Saya sengaja bekerja dengan lambat ketika ada hal yang harus diselesaikan	0	5	0	22	3	3,77	75,33
9	Saya dengan sengaja melakukan pekerjaan saya dengan tidak benar	0	8	5	17	0	3,30	66,00
10	Saya membawa pulang perlengkapan atau peralatan tanpa izin	0	13	5	11	1	3,00	60,00
11	Saya mengambil uang dari perusahaan saya tanpa izin	0	8	0	19	3	3,57	71,33
12	Saya melakukan sesuatu untuk membuat seseorang di tempat kerja terlihat buruk	0	6	0	19	5	3,77	75,33
Total							3,36	67,11

Employees with high commitment are like having a shield against counterproductive behavior. They tend to be highly loyal, feel that their work has significant meaning, and are motivated to continue contributing positively to the organization (Schaufeli, 2021). This is not just about working hard, but also working with heart.

In recent years, the phenomenon of work engagement has become a focal point among both management practitioners and researchers (Bakker, et al., 2021). This is because numerous studies have demonstrated that work engagement has an extraordinary positive impact. For example, it is positively correlated with better work performance, strong commitment to the company, and even the emergence of other positive behaviors such as helping colleagues or taking initiative (organizational citizenship behavior) (Lee, et al., 2022; Cooke et al., 2020).

Work Engagement (WE)

Hao Chen et al., (2020) found that even though they had high work engagement, people with low self-awareness experienced greater emotional exhaustion than those with high self-awareness. They found a three-way relationship: engagement, self-awareness, and emotional stability. Specifically, high work engagement increases emotional exhaustion in individuals with low self-awareness and low emotional stability (high neuroticism), while the opposite holds true for those with both characteristics at high levels.

Junker (2021) used latent growth modeling to find that high work engagement initially correlates with increased fatigue over time, indicating that emotional exhaustion may arise from sustained energy expenditure without adequate recovery.

A study by Debets et al. (2022) on doctors in the Netherlands showed that work engagement acts as a mediator in the relationship between job stress and job resources with fatigue levels, particularly emotional fatigue. This indicates that work engagement can have both positive and negative effects on the development of fatigue.

Using the COR theory, Wei-Li Wu and Lee (2020) found that job resources and work engagement enhance emotional resilience. Engagement can reduce fatigue only if adequate resources are available.

Francoise Contreras & Espinosa (2020): Personal resources such as optimism and self-efficacy help nurses act as a buffer between work engagement and emotional fatigue. In other words, work engagement will not lead to emotional fatigue if there are adequate personal resources.

Additionally, research shows that work engagement reduces emotional exhaustion and counterproductive work behavior (CWB) in individuals with high emotional awareness and stability. This occurs due to the mechanism of reducing emotional exhaustion.

H₁: Work Engagement has a negative effect on Emotional Exhaustion.

Emotional Exhaustion (EE)

According to research by Ahmed et al. (2024), emotional exhaustion acts as a link between poor leadership style and the emergence of negative employee behavior in the workplace. High work pressure and ineffective leadership can cause emotional exhaustion in employees, triggering counterproductive actions as a way to cope with psychological pressure.

Lubbadeh (2021) found similar findings in their study of banking sector employees. The study indicated that emotional exhaustion significantly predicts counterproductive behavior. In other words, an increase in emotional exhaustion among employees correlates with an increased tendency to engage in actions harmful to the company, such as unplanned absences, acts of sabotage, or lack of cooperation.

A two-stage study conducted by Zhu and Zhang (2021) on millennials showed that social exclusion in the workplace triggers anger, which then leads to emotional exhaustion and subsequently triggers counterproductive behavior at work (CWB). Emotional exhaustion in this model serves as the primary mediator of the emotional impact of psychosocial stress on such deviant behavior.

Shankar et al. (2024) reported findings consistent with this. Their research showed that the relationship between social rejection at work and counterproductive work behavior (CWB) is mediated by emotional exhaustion and feelings of lack of accountability. This indicates that social pressure leading to mental exhaustion can prompt employees to vent stress through behavior harmful to the organization.

Conversely, a study by Wu et al. (2020) revealed that emotional exhaustion resulting from excessive work engagement can also trigger counterproductive behavior at work (CWB), particularly among individuals with low self-control. These findings suggest that while work engagement generally has positive effects, without efforts to restore psychological resources, it may instead lead to burnout and negative behavior.

Further research by Zhao et al. (2020) on job identity dissonance shows that emotional exhaustion serves as the primary link between such dissonance and counterproductive behavior at work, especially when employees experience unpleasant treatment from their superiors.

Furthermore, research in the hospitality sector with uncertain contract systems by Hassan et al. (2022) revealed that emotional exhaustion can trigger a cycle of resource depletion, which in turn increases the potential for counterproductive work behavior (CWB) among employees in vulnerable work environments.

H₂: Emotional exhaustion has a positive effect on counterproductive work behavior.

Counterproductive Work Behavior (CWB)

According to Spector and Fox (2005), counterproductive work behavior (CWB) is defined as behavior that is harmful or intended to be harmful to either other people or the organization. It is important to remember that not all forms of CWB have a direct negative impact on the organization; some behaviors may only indirectly disrupt the organization's operations. From this perspective, it is crucial to understand the reasons and context behind deviant work behavior from the employee's perspective. According to recent research, workplace deviance, which includes voluntary behavior that contradicts important organizational standards, can threaten the success and well-being of the organization (Klotz & Bolino, 2020; Shoss, et al., 2021). One form of organizational deviance (CWB) is regularly arriving late, being lazy while working (known as loafing on the internet), and showing a lack of effort to complete routine tasks. Overall, these actions can disrupt workflow, reduce team productivity, and lower organizational performance standards (Mackey et al., 2021; Gino, 2020).

Work engagement is a positive psychological state characterized by enthusiasm, dedication, and full concentration on work (Schaufeli et al., 2002). Employees with high work engagement will demonstrate proactive attitudes, loyalty, and work wholeheartedly to achieve organizational goals.

Conversely, counterproductive work behavior is voluntary behavior that is negative and harmful to the organization, either directly or indirectly. Forms of CWB include sabotage, theft, absenteeism, spreading negative gossip, and aggressive behavior toward coworkers (Spector & Fox, 2005).

Mvuyana et al. (2025) conducted a qualitative study in the South African higher education sector and found a negative relationship between employee commitment and CWB. The higher the employee commitment, the lower the likelihood of engaging in unproductive behavior.

H₃: Work engagement has a negative effect on counterproductive work behavior.

Counterproductive work behavior (CWB) in the workplace, especially in the form of violations of organizational norms, can hinder the effectiveness and survival of an organization (Sulea et al., 2020; Zacher et al., 2021). CWB is defined as voluntary employee behavior that deviates from the expected behavioral standards within an organization and has the potential to cause harm to the organization or its members (Chernyak-Hai & Tziner, 2021). This study focuses on organizational deviance related to work performance, such as tardiness, task procrastination, using work time for personal interests, and intentional reduction in productivity (Spector et al., 2021).

Emotional exhaustion can lower one's mental state and significantly increase the likelihood of engaging in negative actions at work (Harju, Schaufeli, & Hakanen, 2021; Zacher et al., 2021). Employees who feel emotionally exhausted tend to have a negative view of their work and are more likely to react with behavior that does not align with company rules, such as becoming indifferent or lacking enthusiasm in performing tasks (Bakker & de Vries, 2021). As a result, overall organizational performance and outcomes may decline.

Emotional exhaustion has negative effects on individuals and their performance at work, making it important to identify how this exhaustion can trigger negative behavior in the workplace (Sulea et al., 2020). Recent research also shows a reciprocal relationship between work engagement and emotional exhaustion, which can be influenced by personality traits such as conscientiousness and emotional stability (Kim, et al., 2020). This means that individual differences in characteristics determine whether work engagement can protect against, or exacerbate, emotional exhaustion and subsequently influence the likelihood of counterproductive behavior at work.

H₄: Emotional exhaustion did not significantly mediate the relationship between work engagement and counterproductive work behavior.

Conscientiousness

Conscientiousness is one of the important aspects of personality that influences the work environment, particularly in terms of performance, dedication, and employee mental health (Lechner, Danner, & Rammstedt, 2021; Kim, Choi, & Vandenberghe, 2020). Individuals with high levels of conscientiousness typically demonstrate responsibility, discipline, neatness, and the ability to handle work-related stress effectively, compared to those who are less conscientious (Bakker & Wang, 2020). We argue that this trait can serve as an internal strength that helps individuals prevent emotional exhaustion. Conversely, individuals with low conscientiousness may lack the personal ability to remain focused and motivated at work without feeling emotionally exhausted. Thus, we assume that the relationship between work engagement and emotional exhaustion can vary significantly depending on how conscientious an individual is.

Chen et al. (2020) investigated work commitment, emotional exhaustion, and unproductive work behavior. They found that conscientiousness acts as a moderator between work commitment and emotional exhaustion. High commitment can lead to emotional exhaustion in individuals with low conscientiousness; conversely, individuals with high conscientiousness can maintain their commitment without experiencing emotional exhaustion.

Chen et al. (2020) Moderated Mediation Model Their findings support a moderated mediation model, which includes: Work engagement in the workplace leads to emotional exhaustion and unproductive behaviors at work. However, this effect is only significant if both of the aforementioned characteristics are present, namely high self-awareness and high emotional stability.

However, experts argue that there are limits to the available resources for individuals, and consistent commitment may be difficult to maintain (Halbesleben et al., 2009; Macey & Schneider, 2008). 3.2. Actions (Study 1) Conscientiousness is a highly important personality trait, and it is associated with various organizational behavioral phenomena (Roberts, Chernyshenko, Stark, & Goldberg, 2005; Lin, Ma, Wang, & Wang, 2015). Individuals with high conscientiousness are perceived as reliable, diligent, disciplined, and organized compared to those with low conscientiousness (Witt, Burke, Barrick, & Mount, 2002). We argue that this personality trait enables individuals to avoid emotional exhaustion. Among individuals with low conscientiousness, we expect the relationship between commitment and exhaustion to change significantly. We expect that they lack the personal resources that enable them to simultaneously engage in work and remain emotionally unstressed.

Research Methods

The object of this study is counterproductive work behavior (CWB) exhibited by employees of PT Pasoka Sumber Karya. This study aims to examine how this behavior is influenced by personality and psychological factors, namely conscientiousness, emotional exhaustion, and work engagement. The population and sample in this study were 105 employees of HO PT Pasoka Sumber Karya.

In this study, the sample size used was 105 people within the leadership of PT Pasoka Sumber Karya.

Table 2 Number of Respondents

No.	Unit Kerja	Jumlah	Persentase
1	Bagian Keuangan	8	7,62%
2	Bagian Akuntansi	10	9,52%
3	Bagian Konstruksi & Pengadaan	20	19,05%
4	Bagian Alihdaya	25	23,81%
5	Bagian SDM	15	14,29%
6	Bagian Umum	10	9,52%
7	Bagian BUJP Keamanan	5	4,76%
8	Bagian Jasa Logistik Transportasi	12	11,43%
	Jumlah	105	100,00%

In accordance with the formulated hypothesis, this study uses SmartPLS 3.2.7 software for data analysis. PLS (Partial Least Square) is a variance-based structural equation modeling (SEM) that can simultaneously test the measurement model (Measurement Model Assessment) and the structural model (Structural Model Assessment). Measurement Model Assessment is used to test validity and reliability, while Structural Model Assessment is used to test causality (testing hypotheses with predictive relevance).

Counterproductive work behavior (CWB) encompasses behaviors that are inconsistent with organizational standards and are detrimental to both the organization and coworkers. Examples of such behaviors include sabotage, theft, absenteeism, spreading negative gossip, and aggression (Spector & Fox, 2005). The new version of the Counterproductive Work Behavior Checklist (CWB-C) consists of 12 items and includes subdimensions such as harassment of others, production inconsistency, sabotage, fraud, and withdrawal (e.g., absenteeism or tardiness).

Work engagement is a positive psychological state associated with the category of indicators known as “vigor,” which refers to the high levels of enthusiasm and energy demonstrated by employees while working. Employees with ‘vigor’ are typically enthusiastic about tackling challenging tasks and capable of overcoming various workplace obstacles. The second category is “dedication,” which reflects a deep emotional connection to one's work. Dedicated employees perceive their work as meaningful, inspiring, challenging, and pride-inducing. This indicates a positive emotional bond between employees and their work. The third category, “absorption,” describes the level of focus and engagement employees have in their work. Employees with high absorption tend to feel that time flies when working and find it difficult to stop the activity because they are fully immersed in it (Schaufeli, 2021). The Utrecht Work Engagement Scale (UWES), originally consisting of 24 items, was simplified to 17 items with distributions such as vigor (6), dedication (5), and absorption (6) (Schaufeli & Bakker, 2004). This is the most commonly used measurement tool for work engagement levels. Its abbreviated version, UWES-9, has also been widely validated and demonstrates good internal consistency and a stable three-factor structure across various international contexts, such as during the COVID-19 pandemic.

(Maslach et al., 2001) Emotional exhaustion is the central quality of burnout, the most obvious manifestation of this complex syndrome, the most frequently reported, and the most thoroughly analyzed. Burnout encourages actions to emotionally and cognitively distance oneself from one's work as a way to cope with workloads. The depersonalization (or cynicism) component represents the interpersonal context dimension of burnout and refers to negative or excessive responses to various aspects of work.

Dimensions of Emotional Exhaustion according to the research results of Maslach and Jackson (1981) Emotional exhaustion is measured by 9 statement items developed by Maslach and Jackson (1981).

According to Srivastava (2001), conscientiousness is part of the Big Five personality traits, which can be defined as a personality that is responsible, orderly, reliable, self-disciplined, organized, hardworking, punctual, diligent, and persistent in carrying out responsibilities in an organization or company. Conscientiousness has five statement items developed by Srivastava (2001).

RESULTS AND DISCUSSION

Based on the identification of respondent data from the observation and data analysis, this study involved 105 respondents. The gender distribution shows that male respondents were more dominant, with 91 males (86.67%) compared to 14 females (13.33%). The majority of respondents are in the 31–40 age group, totaling 39 people or 37.14%, followed by the 41–50 age group, totaling 31 people or 29.52%. Respondents aged 20–30 years old numbered 23 people or 21.90%, while respondents over 50 years old numbered 12 people or 11.43%.

The educational level of respondents was dominated by those with a D1–D3 education, totaling 39 people or 37.14%, followed by junior high school/high school/vocational school/Paket C graduates, totaling 37 people or 35.24%, and bachelor's degree/DIV graduates, totaling 27 people or 25.71%. Only a small number of respondents had a master's degree, totaling 2 people or 1.90%. The majority of respondents have PKWTT (Indefinite Work Agreement) employment status, totaling 92 people or 87.62%. The remaining 13 people or 12.38% have PKWT (Fixed-Term Work Agreement) status.

Table 3 Respondent Demographics

Keterangan	Jumlah	Persentase
Gender		
Laki-Laki	91	86,67
Perempuan	14	13,33
Usia		
20 – 30 Tahun	23	21,90
31 – 40 Tahun	39	37,14
41 – 50 Tahun	31	29,52
>50 Tahun	12	11,43
Pendidikan		
SMP/SMA/SMK/Paket C	37	35,24
D1 – D3	39	37,14
S1/DIV	27	25,71
S2	2	1,90
Status		
PKWT	13	12,38
PKWTT	92	87,62
Total	105	100,00

Measurement model assessment is a test of the accuracy and reliability of the instruments used to measure research variables. The test includes Outer Loading analysis, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted. The testing of these instruments refers to the findings of Hair et al. (2019), which state that each statement supporting the variable will meet the measurement criteria when it has Outer Loading, Cronbach's Alpha, and Composite Reliability ≥ 0.70 , as well as an AVE coefficient ≥ 0.50 . Data processing was conducted using Smart PLS. The results of the testing conducted are presented in the sub-section below:

Table 4 Results of the Measurement Model Assessment of Counterproductive Work Behavior Phase III

Kode Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
PKK1	0,895	0,912	0,932	0,699
PKK10	0,723			
PKK11	0,905			
PKK12	0,901			
PKK7	0,664			
PKK9	0,893			

In conclusion, this construct demonstrates excellent reliability and convergent validity. Based on the validity and reliability results that have been met, this construct can be used in further structural model analysis.

Table 5 Results of Testing the Self-Awareness Assessment Measurement Model

Kode Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
C1	0,876	0,895	0,917	0,652
C2	0,896			
C3	0,700			
C4	0,709			
C5	0,754			
C6	0,883			

In conclusion, this construct demonstrates excellent reliability and convergent validity. All indicators can be retained as they meet the minimum criterion of 0.70, but indicator C3, which is right at the minimum threshold, needs to be monitored in future tests.

Table 6 Results of Emotional Exhaustion Assessment Measurement Model Testing

Kode Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
KE1	0,797	0,926	0,935	0,618
KE2	0,868			
KE3	0,896			
KE4	0,745			
KE5	0,782			
KE6	0,828			
KE7	0,668			
KE8	0,731			
KE9	0,738			

In conclusion, this construct demonstrates strong reliability and convergent validity. The KE7 indicator, with an outer loading value below 0.70, requires special attention and consideration in further analysis.

Table 7 Results of the Measurement Model Assessment of Work Performance Phase III

Kode Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
KK1	0,836	0,929	0,940	0,589
KK10	0,685			
KK11	0,737			
KK14	0,852			
KK15	0,863			
KK16	0,710			
KK2	0,734			
KK3	0,664			
KK5	0,689			
KK7	0,878			
KK8	0,750			
KK9	0,895			
KK12	0,901			
KK13	0,905			

In conclusion, this construct demonstrates good reliability and convergent validity. Based on the validity and reliability results that have been met, this construct can be used in further structural model analysis.

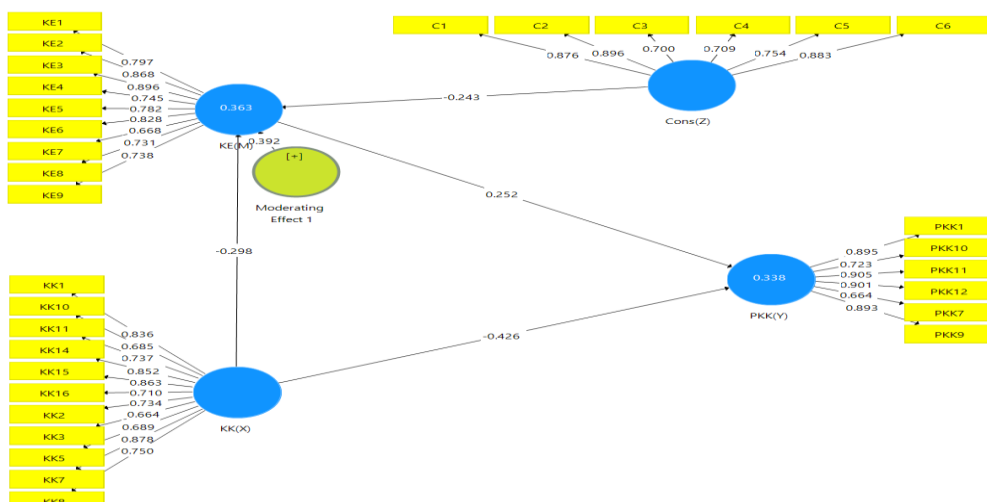


Figure 2. Full model

Table 8 Results of Fornier Larkers Citation Discriminant Validity Testing

	Cons	KE	KK	PKK
Conscientiousness	0,807			
Kelelahan Emosional	-0,291	0,786		
Keterikatan Kerja	0,473	-0,432	0,767	
Perilaku Kerja Kontraproduktif	-0,357	0,436	-0,535	0,836

The correlation analysis revealed a relationship between conscientiousness, emotional exhaustion, work engagement, and counterproductive work behavior (CWB). The correlation coefficients bolded on the main diagonal reflect the construct reliability (Composite Reliability) or Average Variance Extracted (AVE) of each variable, all of which are above 0.70, indicating adequate reliability. The relationships among variables show that conscientiousness has a moderate positive correlation with work engagement ($r = 0.473$), meaning that an increase in conscientiousness is associated with an increase in work engagement. Conversely, conscientiousness shows a negative correlation with emotional exhaustion ($r = -0.291$) and counterproductive work behavior ($r = -0.357$), indicating that individuals with high conscientiousness tend to experience less emotional exhaustion and exhibit fewer counterproductive behaviors. Emotional exhaustion has a negative correlation with work engagement ($r = -0.432$), meaning that higher levels of emotional exhaustion are associated with lower work engagement.

On the other hand, emotional exhaustion has a positive correlation with counterproductive work behavior ($r = 0.436$), suggesting that high emotional exhaustion can trigger behavior that is detrimental to the organization. Job commitment shows a negative correlation with counterproductive work behavior ($r = -0.535$), indicating that employees with high job commitment are less likely to engage in counterproductive behavior. Overall, the findings of this study are consistent with the idea that conscientiousness positively influences job commitment and reduces negative behavior in the workplace, while emotional exhaustion tends to decrease job commitment and increase counterproductive behavior.

Table 9 R-Square

	R Square
Kelelahan Emosional	0,363
Perilaku Kerja Kontraproduktif	0,338

Based on the analysis results, the R-Square value for the counterproductive work behavior variable is 0.338, which means that the independent variables studied contribute 33.8% to the variation in counterproductive work behavior. The remaining 66.2% is influenced by other factors not included in this study. Considering the R-Square assessment criteria, it can be concluded that the research model has a low explanatory power for the variable of counterproductive work behavior.

Table 10 Q-square

	Q ² Square
Kelelahan Emosional	0,164
Perilaku Kerja Kontraproduktif	0,211

Based on the results of the Q² analysis, Emotional Exhaustion has a value of 0.164 and Counterproductive Work Behavior has a value of 0.211. According to the assessment standards proposed by Hair et al. (2019), a Q² value between 0.15 and 0.35 indicates moderate predictive relevance. Therefore, both variables in this model have sufficient predictive power (moderate), indicating that this research model is relevant for explaining the dependent variables under study.

Table 11 Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Keterikatan Kerja -> Kelelahan Emosional	-0,298	-0,288	0,089	3,364	0,001
Kelelahan Emosional -> Perilaku Kerja Kontraproduktif	0,252	0,263	0,095	2,659	0,008
Keterikatan Kerja -> Perilaku Kerja Kontraproduktif	-0,426	-0,427	0,099	4,302	0,000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Keterikatan Kerja -> Kelelahan Emosional -> Perilaku Kerja Kontraproduktif	-0,075	-0,079	0,044	1,723	0,085
Moderating Effect 1 -> Kelelahan Emosional -> Perilaku Kerja Kontraproduktif	0,099	0,103	0,043	2,299	0,022

WE and EE

The results of this study reveal that work engagement has a significant negative impact on emotional exhaustion. These findings are consistent with the research by Schaufeli & Bakker (2004), which states that employees with high levels of work engagement tend to be more energetic, dedicated, and focused, thereby better able to cope with stress and reduce the risk of emotional exhaustion. Research by Saks (2006) also supports the idea that good job commitment can minimize behaviors that are detrimental to the organization.

EE and CWB

The results of this study confirm that emotional exhaustion has a significant positive influence on counterproductive work behavior. This is in line with the findings of Maslach & Leiter (2016), who state that emotional exhaustion, as part of burnout, can encourage negative behavior in the workplace, such as decreased productivity, increased absenteeism, and other counterproductive actions. Previous research by Dalal (2005) also reinforces that individuals who are emotionally stressed are more likely to exhibit counterproductive behavior as an outlet for the fatigue they feel.

WE and CWB

The results of this study reveal that work engagement has a significant negative impact on counterproductive work behavior. These findings are consistent with the research by Schaufeli & Bakker (2004), which states that employees with high levels of work engagement tend to be more energetic, dedicated, and focused, thereby better able to cope with stress and reduce the risk of emotional exhaustion. Research by Saks (2006) also supports the idea that good job commitment can minimize work behavior that is detrimental to the organization.

EE Mediation WE and CWB

The results of this study also indicate that emotional exhaustion does not play a significant mediating role in the relationship between work engagement and counterproductive work behavior. In other words, while emotional exhaustion does influence counterproductive work behavior, it is not the sole factor explaining this relationship. This aligns with the findings of Podsakoff et al. (2007), who demonstrated that counterproductive work behavior is influenced by various factors, including job satisfaction, organizational justice, and other situational factors.

Table 12 Confidence Intervals

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
Cons(Z) -> PKK(Y)	-0,061	-0,065	-0,143	0,034
KK(X) -> PKK(Y)	-0,075	-0,079	-0,180	-0,011
Moderating Effect 1 -> PKK(Y)	0,099	0,103	0,027	0,193

The mediation analysis indicated that emotional exhaustion did not serve as a significant mediator between work engagement and counterproductive work behavior ($\beta = -0.075$, $t = 1.723$, $p = 0.085$). While work engagement substantially reduced emotional exhaustion and emotional exhaustion substantially increased counterproductive work behavior, the indirect effect did not reach statistical significance. These results imply that work engagement influences counterproductive work behavior mainly through a direct route rather than via emotional exhaustion. Future research

should report bootstrap confidence intervals (95% CI) and effect-size metrics (f^2 or VAF) to provide a more complete assessment of the mediation effect.

Conscientiousness Moderation WE and EE

The results of the moderation effect test show that the moderation effect is significant in strengthening the relationship between work engagement and emotional exhaustion on counterproductive work behavior. This means that when certain conditions exacerbate the impact of emotional exhaustion, employees' counterproductive work behavior tends to increase. These findings are consistent with the research by Bowling & Eschleman (2010), which states that situational factors can strengthen or weaken the relationship between stressors and counterproductive behavior. Overall, this study provides empirical evidence supporting personality theory and work psychology, and reinforces the importance of enhancing work engagement and managing emotional exhaustion as key strategies for reducing counterproductive work behavior within organizations.

The interaction plot indicates that conscientiousness moderates the relationship between work engagement and emotional exhaustion. Employees with high conscientiousness experienced a stronger reduction in emotional exhaustion as work engagement increased. In contrast, employees with low conscientiousness showed a weaker decline in emotional exhaustion despite having similar levels of work engagement. This finding suggests that conscientiousness functions as a personal resource that enhances employees' ability to convert work engagement into psychological well-being, consistent with Conservation of Resources (COR) theory.

CONCLUSIONS AND IMPLICATIONS

In line with the analysis and discussion of the results of the hypothesis testing that has been carried out, several important conclusions can be drawn, namely:

1. Job commitment has an inverse relationship with emotional exhaustion. This supports the theory proposed by Schaufeli & Bakker (2004) and the research by Saks (2006), which suggest that strong job commitment can enhance energy and motivation, thereby reducing the likelihood of counterproductive behavior.
2. There is a positive relationship between emotional exhaustion and counterproductive work behavior, consistent with the findings of Maslach & Leiter (2016) and Dalal (2005) that burnout, particularly emotional exhaustion, can trigger negative behavior in the workplace.
3. Similarly, job commitment has an inverse relationship with counterproductive work behavior. This reinforces the theory of Schaufeli & Bakker (2004) and the research of Saks (2006), which states that strong job commitment can increase energy and motivation, thereby reducing the likelihood of counterproductive behavior.
4. Emotional exhaustion does not play a significant mediating role in the relationship between awareness and job commitment with counterproductive work behavior. This is consistent with Podsakoff et al. (2007), who state that counterproductive behavior is influenced by various factors beyond emotions, such as job satisfaction and organizational justice.
5. Significant moderating effects mean that under certain conditions, emotional exhaustion can amplify its impact on counterproductive work behavior. This finding aligns with the research by Bowling & Eschleman (2010), which emphasizes the importance of considering situational factors in understanding the relationship between work stress and counterproductive behavior.

This study supports the Job Demands-Resources Model (JD-R) (Schaufeli & Bakker, 2004), which states that positive factors in the work environment, such as work engagement, can reduce emotional exhaustion and negative behavior in the workplace. Additionally, this study confirms the importance of the Big Five Personality Traits theory, particularly conscientiousness, in shaping work behavior through self-control, discipline, and goal-oriented focus (Tett & Burnett, 2003). The finding that emotional exhaustion does not significantly mediate the relationship between variables suggests that other factors may be more influential, such as job satisfaction or perceptions of organizational justice. This enriches the existing literature.

From a practical perspective, PT Pasoka Sumber Karya should strengthen employee work engagement through regular employee involvement programs, recognition systems, and career development opportunities. Management should also implement periodic emotional exhaustion monitoring through employee well-being surveys and counseling programs.

Human resource managers are encouraged to provide resilience training, stress-management workshops, and workload balancing initiatives to reduce emotional exhaustion. Since conscientiousness was found to moderate the relationship between work engagement and emotional exhaustion, recruitment and promotion processes should incorporate personality assessments to identify individuals with high conscientiousness. Such initiatives may help reduce absenteeism, misuse of company facilities, and other forms of counterproductive work behavior.

Limitations of the Study

This study has several limitations. First, the cross-sectional design limits the ability to establish causal relationships among variables. Future research should employ longitudinal designs to examine how work engagement, emotional exhaustion, and counterproductive work behavior evolve over time. Second, data were collected from a single organization, namely PT Pasoka Sumber Karya, which may restrict the generalizability of the findings. Future studies should replicate this model across multiple organizations and industries. Third, the use of self-reported questionnaires may increase the risk of common method bias. Future studies are encouraged to collect data from multiple sources, including supervisors and coworkers.

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