

THE ROLE OF INTELLIGENCE AS A MODERATOR AND NEGATIVE AFFECTIVITY AS A MEDIATING VARIABLE IN THE RELATIONSHIP BETWEEN BEHAVIORAL INCIVILITY AND COUNTERPRODUCTIVE WORK BEHAVIOR

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ABSTRACT

This study wants to analyze the two roles of intervention variables on the relationship of independent and dependent variables. First, the role of emotional intelligence as a moderating variable, and the second role of negative affectivity as a mediating variable on the relationship between behavioral incivility and counterproductive work behavior. The sample amounted to 110 respondents that we collected from workers in the state electricity company Banda Aceh or referred to as PT. PLN (Persero). The data was taken using the questionnaire method that we circulated to the respondents using the sampling population method. Data analysis uses the Moderate Regression Analysis (MRA) method for the analysis of moderating roles. To analyze the mediating role using the Hierarchical Linear Modeling (HLM) method, both of our analytical methods are processed through SPSS version 22. The results showed that the regression coefficient of emotional intelligence (Z_1) produced a negative value (-0.313) which showed that the variables of emotional intelligence as a breeder variable had a negative role on the analyzed relationship. In addition, the results of the study found that the value of the regression coefficient (β) = 0.065 at the significance level > 0.05 which indicates there is no role mediating variable in the case that we investigated.

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

INTRODUCTION

Human resources in the organization of the company remain the subject of study in research (Ibrahim & Yusra 2016). The study of human resources in many studies is not only a matter of quality and quantity but also a lot of attention to their behavior in the field (Mitrofan & Ion, 2013; Ongore, 2014; Vilzati & Ibrahim, 2018).

In the case of behavioral incivility, theory suggests that this assessment leads to an emotional reaction, which guides the target. Other authors say behavioral incivility is not an act that endangers others and organizations (Pearson & Porath, 2009; Cortina & Magley, 2009). This study examines behavioral incivility that can influence other behaviors, such as counterproductive work behavior.

Counterproductive work behavior (CWB) is a behavior that is shown by a worker in a workplace that deviates from what is intended, with such behavior potentially harming others and the interests of the organization (Penney & Spector, 2005 and Spector et al., 2006), whether there is a link between behavioral incivility and counterproductive work behavior or not. This is what needs continuous research, because several studies have found an effect

(Thacker, 1996; Skarlicki & Folger, 1997; Tiedens, 1999), and some opinions suggest that there is no influence (Porath & Erez, 2009; Spector, et al., 2006).

Along with its development, research on counterproductive work behavior becomes a broader scope, such as behavioral incivility. Therefore, counterproductive work behavior can have an effect on deviant employee behavior such as impoliteness. Behavioral incivility 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.

To overcome the problem of impoliteness of behavior and deviations of behavior in the workplace, more emotional ability or emotional intelligence is needed. Emotional intelligence is the ability to recognize one's own and other people's feelings, reach and arouse feelings to help the mind, understand their feelings and meanings and control feelings deeply, thus helping their emotional and intellectual development.

In addition to emotional intelligence, negative affectivity can also increase counterproductive work behavior to be higher, because mismatch in the workplace can encourage someone to behave rudely and disrespectfully (Ibrahim & Yusra, 2016).

An atmosphere where often experience negativity, then the atmosphere tends to cause negative affectivity. Conditions like this are a picture for each individual to feel problems such as mild frustration, emotions, 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 determined at work and can have an impact on their counterproductive performance (Mahdi, Ibrahim, & Armia, 2018).

LITERATURE REVIEW

Behavioral incivility and counterproductive work behavior

According to some researchers (Andersson & Pearson, 1999; Neuman & Baron, 1998; Pearson et al, 2000; Pearson, Andersson, & Wegner, 2001), incivility in the workplace leads to more violent and aggressive behavior. Andersson & Pearson (1999), adding that impoliteness can attract similar reactions from other parties or cause more serious behavior. This can cause an increase in an incivility action to trigger more serious actions from other opponents. Such a situation will lead to extreme forms of counterproductive behavior, which can cause aggression or violence.

Incivility in the workplace is a type that shows counterproductive work behavior (CWB), although CWB does not seem to be different from impolite behavior in different ways and actions. In some phenomena that impoliteness behavior is usually carried out by accidental intentions absolutely, but is only a part of one's habits, while CWB is the opposite, where a person intentionally acts with the intention of harming others or organizations.

Behavioral incivility and counterproductive work behavior: emotional intelligence as moderator

Emotional intelligence (EI) can act as a moderator in terms of incivility and CWB. For example, people who are emotionally intelligent are better able to control themselves, therefore they are better able to avoid the activities involved (for example: deviant behavior) that can endanger their organization (Peterson, 2002). Organizational citizenship behavior often changes according to the environment it faces, but citizenship behavior is also

influenced by internal factors, including emotional intelligence (Moorman, R. H, Blakely, G. L, & Niehoff, B. P. 1998).

Mayer, Salovey, & Caruso (2004), also suggested the relationship between emotional intelligence and employee counterproductive behavior. They argue that increasing the emotional intelligence of employees results in a decrease in their deviant behavior. A study conducted by Deshpande, Joseph, & Shu (2005), also found that people with high EI levels considered CWB to be more unethical than their counterparts. Thus, intelligent people emotionally control their emotions well and are better able to avoid mistakes that can endanger their organization (Mayer, Salovey, & Caruso, 2004).

In line with the argument above, people with different levels of emotional intelligence respond and overcome uncivilized environments differently. Their response rate ultimately determines the rate at which they cause damage to the organization. Thus, we hypothesize that EI will moderate the relationship between work incivility and aspects of CWB. In particular, the relationship between work incivility and CWB will be stronger for individuals who are low in emotional intelligence (EI) than their high counterparts at EI.

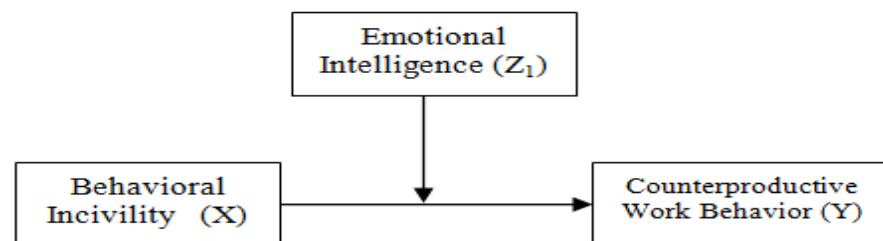


Figure 1: Negative affectivity and counterproductive work behavior, emotional intelligence as a moderator

Behavioral incivility and counterproductive work behavior: negative affectivity as mediating

Negative affectivity can act as mediation in the relationship between behavioral incivility and CWB. According to Andersson & Pearson (1999), where incivility depends on several factors. One is that the possibility of increasing effectiveness is negative. Roles that experience these negative emotions play in CWB performance.

In other words, a high negative affectivity will increase incivility which is then included in the CWB behavior. Negative affectivity refers to the tendency to experience various negative situations. Individuals who have a high level of negative affectivity have been characterized as individuals who are sensitive, frustrated and more likely to experience negative emotions, such as anxiety, guilt, anger, rejection, sadness, and distress. The researchers suggest that the reason for individuals with high levels of negative sensitivity to experience more negative emotions is that they feel the world is more negative than individuals with low negative sensitivity (Malik & Hussain, 2017).

When faced with conditions of negative affective, including impoliteness where the intention to harm is open to realization, individuals with high negative affective can consider more powerful motives for people who cause an increase in negative emotions.

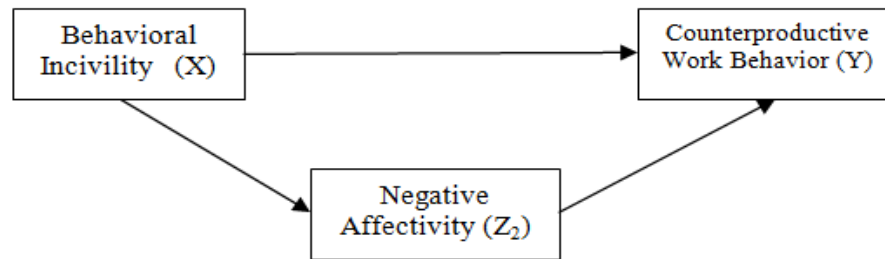


Figure 2: Behavioral incivility and counterproductive work behavior, negative affectivity as mediation

RESEARCH METHODOLOGY

Sample

Sample research was 110 respondents who were taken with a quota sampling method. To obtain the primary data using the questionnaire method as a research instrument. We distributed questionnaires to employees of a state electricity company (PT. PLN) in Banda Aceh. The company is a State-Owned Enterprise.

Data analysis and variables

Our data is analyzed using Hierarchical Linear Modeling (HLM) to determine the effect of mediating variables and we also use the Moderate Regression Analysis (MRA) method to determine the effect of moderating variables on the relationship of the independent variables and the dependent variable we analyzed. Both of our methods are processed through SPSS version 22.

Research framework

This study uses 4 variables, namely behavioral incivility (X_1) as an independent variable, counterproductive work behavior (Y) as dependent variable. In addition, emotional intelligence (Z_1) is a moderating independent variable and negative affectivity (Z_2) as mediating independent variables.

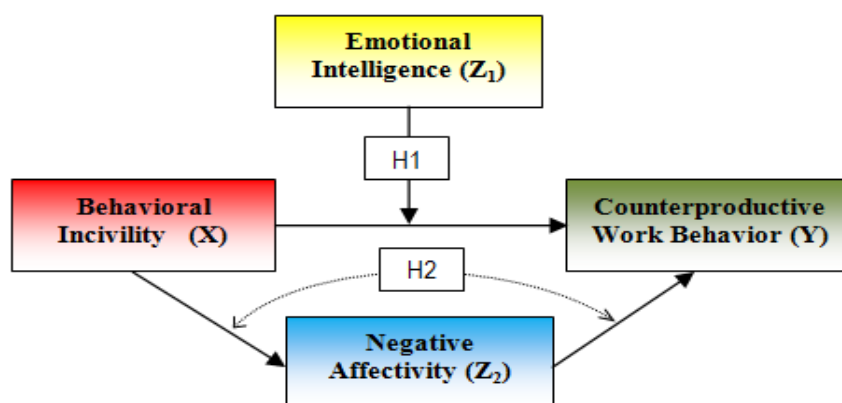


Figure 3: Research framework

Research hypothesis

H1: Emotional intelligence has a significant role as mediating the relationship between behavioral incivility and counterproductive work behavior.

H2: Negative affectivity has a significant role as a moderator in the relationship between behavioral incivility and counterproductive work behavior

RESULTS OF RESEARCH AND DISCUSSION

Emotional intelligence as a moderator of the relationship between behavioral incivility and counterproductive work behavior (CWB)

Table 1 shows the results of the analysis of the role of emotional intelligence in the relationship between behavioral incivility and CWB. The results of the analysis show the correlation coefficient between behavioral incivility to CWB value of $R = 0.790$ which means the influence of behavioral incivility on emotional intelligence has a close relationship of 79 percent. Furthermore, the results of the analysis of emotional intelligence correlation coefficient as a moderator of behavioral incivility relationship to CWB obtained the value of $R = 0.800$ means that there is a close relationship between emotional intelligence (Z1) as a moderator of behavioral incivility (X) relationship to CWB (Y) is 80 percent.

The adjusted R square determination coefficient value of 0.630 explains that emotional intelligence (Z1) in increasing the influence of behavioral incivility (X) on counterproductive work behavior (Y) is 63 percent. Meanwhile, there is still a residual (residual value) of the role of the variable of 0.370 (37 percent). The residual value indicates that there are other factors that can influence counterproductive work behavior variables that are not examined in this study.

Table 1: The results of the analysis of emotional intelligence as a moderator of the relationship between behavioral incivility and counterproductive work behavior.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.409	0.303		4.653	0.000
	behavioral incivility	0.571	0.046	0.743	12.402	0.000
	emotional intelligence	0.212	0.071	0.180	3.007	0.003
2	(Constant)	1.000	0.354		2.828	0.006
	behavioral incivility	0.775	0.105	1.009	7.366	0.000
	emotional intelligence	0.302	0.081	0.256	3.727	0.000
	multiplication of moderation	-0.047	0.022	-0.313	-2.149	0.034

a. Dependent Variable: perilaku kerja kontraproduktif

Primary data source 2018

From the results of the analysis can be formulated in a straight line equation as follows :

$$Y = 0.743X + 0.180Z_1$$

The above equation shows that the behavioral incivility (X) regression coefficient has a positive value (0.743), meaning that when behavioral incivility increases = 1, it will increase

counterproductive work behavior than employees by 74.3 percent. Furthermore, for model 2 in table 1 a linear equation line can be formed as follows:

$$Y = 0.743X + 0.180Z_1 + 0.743X.0.180Z_1$$

The above equation shows that the regression coefficient of emotional intelligence (Z_1) has a negative value (-0.313), this means that the role of the emotional intelligence variable (Z_1) on the relationship between behavioral incivility (X) and counterproductive work behavior variables (Y) is -31.3 percent. In other words, each behavioral incivility variable influences counterproductive work behavior = 1, then the role of emotional intelligence variable is to weaken the relationship by -31.3 percent.

Negative affectivity as mediating of the relationship between behavioral incivility and counterproductive work behavior (CWB)

The role of negative affectivity variables on the relationship between behavioral incivility and counterproductive work behavior can be seen in Table 2. Based on Table 2 we can formulate the following equation:

$$Y = 0.770X$$

From the above equation we can explain that the behavioral incivility (X) regression coefficient shows positive (0.770), this means that when behavioral incivility increases = 1, it will increase employee counterproductive work behavior = 77 percent, where t counts 12.541 > of t table that is = 1.658 at the significance level <0.05. Therefore, 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.

Furthermore, for model 2 in table 1 a linear equation line can be formed as follows:

$$Y = 0,775X + 0,065Z_2$$

Where the equation explains that the coefficient of negative affectivity (Z_2) regression has a positive value (0.065), the value of t counts = 1.023 < 1.658 at the significance level > 0.05, this indicates that the negative affectivity variable is not significant. Therefore we conclude that negative affectivity variable does not have a role in mediating the influence of behavioral incivility on counterproductive work behavior on employees of the state electricity company (PT. PLN) Banda Aceh.

Table 2: Regression analysis results for mediation effects of negative affectivity variables

	<i>Negative Affectivity</i> (Z_2)	Counterproductive Work Behavior (Y)	
Equating Stages	Stage 1 (β)	Stage 2 (β)	Stage 3 (β)
<i>Behavioral Incivility</i> (X)	0.229*	0.770*	0.755*
<i>Negative Affectivity</i> (Z_2)	-	0.237*	0.065
R	0.229	0.770	0.773
R ²	0.052	0.593	0.597
ΔR^2	0.044	0.589	0.589
F	5.964	157.269	79.192

* *Significance at the level $p < 0,05$*

Primary Data Source 2018

CONCLUSION

From the results of testing hypotheses about the role of moderating variables, which show counterproductive work behavior has a negative role in behavioral relations incivility on counterproductive work behavior. This is indicated by the regression coefficients on the moderating variable (Z_1) found to be (-0.313). So the role of moderating variables as weakening relationships, when behavioral incivility increases = 1, counterproductive behavior decreases by -31.3 percent when moderated by emotional intelligence variables. Furthermore, the results of testing hypotheses relating to mediating variables, with results showing that there is no role of negative affectivity as a mediating variable. This is indicated by the results of the regression coefficient (Z_2) = 0.065. But the value of t count is smaller than the value of t table ($1.023 < 1.658$). So this does not show a role.

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