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JOB SATISFACTION AS A PREDICTOR OF COUNTERPRODUCTIVE WORK BEHAVIOR WITH WORK ENGAGEMENT AS A MEDIATOR FOR EMPLOYEES IN JAKARTA

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ABSTRACT

The aim of the researchers in conducting research was to see the relationship between Job Satisfaction and Counterproductive Work Behavior with Work Engagement as a mediator during the Covid-19 Pandemic situation. Researchers used a quantitative approach method, data was collected through questionnaires distributed online at a certain time. Data processing and analysis techniques were carried out using the Statistical Product and Service Solution (SPSS) program version 25 for Windows and the LISREL program version 8.8 for Windows. The results of this research show that there is a positive and significant mediating role, which means that Work Engagement has a negative and significant (t = -2.30) mediating role on Counterproductive Work Behavior. This shows that Job Satisfaction will form high Work Engagement so that it will help reduce Counterproductive Work Behavior in employees
Keywords: Job Satisfaction; Counterproductive Work Behavior; Work Engagement

Introduction

This pandemic era has made us see many things that the world is forced to adapt to. The whole world must find ways to adapt to this pandemic era that everyone has never experienced before. One aspect that is affected is the business sector. One way the company uses is by applying online working methods to its employees so that they can still work productively even though they cannot work in the office due to the implementation of Community Activity Restrictions. Since then, several terms for working outside the office have emerged, such as work from home, work from anywhere, and other terms. Working online requires employees to adapt to the work environment, way of working, as well as the facilities or electronic means used. Apart from that, several other factors are considered important for companies to pay attention to in managing human resources, one of which is job satisfaction.

Research results from Makridis show that working online is more likely to provide higher job satisfaction when employees have jobs that do not require teamwork (or cooperation) and have bad bosses. (Makridis & Schloetzer, 2022) Isn't it better to go to the beginning of the sentence?. In line with this, research conducted by Susilo on employees in Indonesia resulted in a significant positive relationship indicating that a

comfortable work environment increases job satisfaction (Susilo, 2020). According to (Bellmann & Hübler, 2021), employees who work from home also feel happier and have higher job satisfaction (Bellmann & Hübler, 2021).

Employees who work from home in a comfortable environment increase employee work engagement significantly. It is known in Amano's research of more than 3,500 employees in Japan who worked from home that 44% showed high work engagement (Amano et al., 2021). Close communication with superiors, working fewer hours, and sleeping more hours is known to increase employee work engagement. Employees who work from home have more hours of sleep, more effective interactions with superiors, and work less than 40 hours per week, which affects employee engagement. In line with this research, another study conducted in Jakarta on more than 150 respondents as teachers and lecturers showed that a better work environment at home led to higher levels of work involvement or work engagement. Can have a significant effect of almost 50% on the productivity of teachers and lecturers (Rahayu et al., 2021).

Job performance is defined as employee behavior that is in line with achieving organizational goals. The job performance dimensions are based on the concept formed by Koopmans, et al. are: (1) execution of tasks, (2) contextual performance, (3) counterproductive work behavior, and (4) adaptive performance (Fogaça et al., 2018). In this research, researchers will focus on discussing counterproductive work behavior (CWB). CWB in this case is seen as conflicting behavior in the world of work. According to Spector & Fox, CWB is defined as aggressive behavior, sabotage, with the intention of destroying the organization and employees in the organization (Allen, 2023). CWB can also be defined as employee behavior that is not in line with the organization's vision and mission or behavior that has a negative impact on the organization and its employees (Sypniewska, 2020).

CWB can be divided into two categories, namely "property deviance" and "production deviance". Property deviance is employee behavior that harms the company by misusing company assets, such as stealing and damaging property. Production deviance is employee behavior that is detrimental to the company by violating the norms that apply to the company, such as not being disciplined about absenteeism and engaging in behavior that reduces work productivity (Hollinger, 2019). More details are explained in the dimensions studied by Spector, Fox, Penney, et al. There are five dimensions, namely abuse against others, production deviance, sabotage, theft, and withdrawal. When compared with previous dimensional studies, these five dimensions can be divided into two dimensional categories, namely Counterproductive Work Behavior Organizational (CWBo) and Counterproductive Work Behavior Interpersonal (CWBi) (RANTO, 2023). CWBo is behavior that is detrimental to the company, namely the dimensions of production deviance, sabotage, theft and withdrawal. Meanwhile, CWBi is behavior that

is detrimental to people in the company, namely the dimension of abuse against others. Apart from that, behavior such as neglecting work, physical aggression, verbal insults, sabotage, theft, and other aggressive behavior aimed at people in the organization or the organization can be said to be counterproductive work behavior (Gabriel, 2016).

Job performance, in this case CWB, can be influenced by job satisfaction and work engagement (Çankır & Arıkan, 2019). According to Locke (1969) job satisfaction is a positive or pleasant emotional situation resulting from a person's assessment or work experience (Locke, 1969). Apart from that, job satisfaction can also be interpreted as a positive emotional condition of workers resulting from an assessment of a person's achievements in the work they do (Thangaswamy & Thiyagaraj, 2017). Overall, job satisfaction is an evaluation value of several factors that can be assessed from the job (Kanfer & Chen, 2016). Job satisfaction can be identified through several dimensions, namely (1) work atmosphere, (2) working conditions, (3) work time, (4) line manager, (5) salary, (6) development opportunities, (7) flow of information, (8) overall hospital management, (9) mission statement, (10) social benefits, and (11) job content (Gross et al., 2021).

Herzberg expressed an interesting opinion in the work attitude theory that he studied. Herzberg argued that factors that are correlated with the job itself can only influence job satisfaction, whereas extrinsic factors from the job can influence job dissatisfaction (NUGRAHAENI, 2015). The extrinsic factors meant by Herzberg, such as company policies and supervision from superiors. It is also supported by four positive antecedents of job satisfaction, one of which is job performance, namely job performance, employee reward systems, communication of internal vision, and capitalization of knowledge and skills, and one negative antecedent, namely counterproductive work behavior. So it can be concluded that job satisfaction is the biggest predictor of employee job performance and work engagement (Nemțeanu et al., 2022).

Work engagement refers to a positive, affective and high motivation situation, combined with high dedication and focus on work. A similar definition was put forward by Leiter and Bakker, work engagement is a positive, satisfied, motivated and affective condition that is related to work well-being (Bakker & Albrecht, 2018). Apart from that, work engagement is also defined as a positive state of mind, job satisfaction, with the characteristics of vigor, dedication, and absorption (Jaya & Ariyanto, 2021). Vigor is characterized by high energy and mental resilience while working, a willingness to invest effort in one's work, and perseverance in the face of adversity. Dedication refers to employee involvement in their work and feeling enthusiastic, proud and challenged, as well as having an important role and being able to inspire their colleagues. Finally, absorption is characterized by full concentration and liking one's work to the point of having difficulty quitting one's job (Sugianto, 2023). In addition to these characteristics,

there are also two main dimensions of attachment. The first is energy, with behavioral indicators such as tone and rate of speech. The second is involvement, with enthusiastic behavior when talking about work, discussing work even when taking a break, or working overtime with pleasure and enthusiasm (Costa et al., 2016).

Work engagement can act as a good predictor of employee, team and organizational performance outcomes (Arnold B. Bakker & Albrecht, 2018). Because it requires strong dedication and high focus on work to produce good employee performance. A popular theory that can explain work engagement is the Job Demand-Resources (JD-R) theory proposed by Bakker & Demerouti (A. B. Bakker & Demerouti, 2014). Bakker and Demerouti suggested that a combination of job characteristics and self-efficacy can predict job performance through employee work engagement. In other words, employees tend to have high work engagement if the employee is faced with work challenges and has adequate work and abilities to face these challenges (Arnold B. Bakker & Albrecht, 2018). This hypothesis is supported by research results from Bakker and Demerouti (2014, 2017), namely that work engagement is positively related to employee performance (Arnold B. Bakker & Albrecht, 2018).

Also supported by research results from (Çankır & Arıkan, 2019) on more than 900 participants in the world of education. The research results confirm that work engagement and job satisfaction are two things that are related. This research revealed that work engagement is a stronger predictor of employee performance compared to job satisfaction, and work engagement acts as a mediator between job satisfaction and employee performance.

Then Nemteanu (2022) also studied these three variables during the pandemic for more than 800 employees. It is said that job satisfaction can be a mediator between employee performance and work engagement. Employee performance has a positive effect on work engagement, and has a positive mediating effect on job satisfaction ($\beta = 0.074$; T-value = 3.153; $p < 0.05$). So it can be concluded that employees with high performance have high work engagement and tend to feel more satisfied with their work (Nemțeanu et al., 2022).

The results of research on more than 150 respondents who work and live in Jakarta as teachers and lecturers show that the work environment can positively and significantly influence productivity. The research results show that a better work environment at home leads to higher levels of teacher and lecturer productivity. Apart from that, work engagement can have a significant effect of almost 50% on the productivity of teachers and lecturers (Rahayu et al., 2021). Another research conducted on more than 200 respondents who experienced work from home programs in the banking industry. The results show that working from home positively impacts overall productivity and job

satisfaction is a mediating variable between working from home and productivity. However, working from home has a negative effect on work life balance (WLB) (Prasetyaningtyas et al., 2021).

Based on several research results and theories above, it can be seen that job satisfaction, work engagement, and employee performance can influence each other. Then there is an interesting opinion put forward by Herzberg in the work attitude theory he studied, that extrinsic factors from work can influence job dissatisfaction (Locke, 1969). Extrinsic factors in this case include company policies, supervision from superiors. Referring to Herzberg's opinion, it makes sense that company policies can influence job satisfaction which will also affect the employee's performance. Research on 850 Roma employees shows that job satisfaction significantly influences employee performance and reduces the level of counterproductive work behavior (Nemteanu & Dabija, 2021). However, there has been no research that specifically discusses whether work engagement is a mediator of job satisfaction and counterproductive work behavior. Based on this, researchers want to examine the relationship between job satisfaction and counterproductive work behavior and work engagement as a mediator for employees in Jakarta.

Research Method

Participant Characteristics and Sampling Techniques

The characteristics of the participants in this research were that they were employees who actively worked in the city of Jakarta. The minimum education of participants is SMA/SMK/equivalent, with a minimum of 3 (three) months of work and a superior or leader at work. In conducting the research, researchers were ultimately able to collect 186 participants.

This research uses a non-probability sampling technique. The type of sampling used is purposive sampling and snowball sampling techniques. This technique was used by researchers because the researchers had a main target group, namely employees who had worked for at least 3 months and were free from various backgrounds where they worked.

The purposive sampling technique can be carried out by distributing a Google form link containing a questionnaire to employees based on references found by the researcher. Then, the snowball sampling technique can be carried out by distributing the Google Form link containing the questionnaire to other employees who meet the characteristics of the participants and asking for help from participants who have already filled out the questionnaire to distribute the Google Form link.

Participant Description

The participant descriptions in this study are part of the research control data which aims to ensure that the influence between variables is not influenced by participant demographics. These descriptions will be explained one by one. The description of the participants which is a demographic description of the participants can be seen in detail in Table 1.

Table 1
Participant Demographics

Demographics		Frequency	Percentage
Gender	Man	60	32.30
	Woman	126	67.70
	Total	186	100
Recent Education	High School / Vocational School / equivalent	77	41.40
	Diploma	10	5.40
	S1	97	52.20
	S2	2	1.10
	Total	186	100
Employment Status	Contract	103	55.4
	Remain	83	44.6
	Total	186	100

Job Satisfaction Measurement

Researchers measured Job Satisfaction using the Alternative Method job satisfaction measurement tool developed by (Sugawara & Nikaido, 2014). Alternative Method Job Satisfaction Measuring Tool (how come it starts with a capital letter) is a measuring tool used to measure employee job satisfaction based on two concepts of thought, namely job satisfaction is formed by many aspects and job satisfaction is formed through a perception process between the importance of a need and its fulfillment. these needs. The first concept, that job satisfaction is formed by many aspects, is the adoption of a measurement tool developed by MSQ and JDI. The second concept, it is that job satisfaction is formed through a person's perception of the importance of a need and the fulfillment of that need (Wanous & Lawler, 1972). The Alternative Method Job Satisfaction measuring tool has 19 (nineteen) aspects divided into 4 groups with 38

(thirty-six) questions. Apart from that, interviews and observations will be carried out as qualitative methods that are supportive and look at the consistency and confirmation of previous measuring tools (questionnaires).

Validity and reliability testing was carried out using the Confirmatory Factor Analysis (CFA) model. The Construct Reliability (CR) value of this Job Satisfaction measuring tool is generally 0.912. All items in the Job Satisfaction measuring tool have a Construct Reliability (CR) value ≥ 0.70, so that the Job Satisfaction variable items have a good reliability value with a CR value of 0.912 because it is unidimensional. Then, for the validity of this measuring instrument, it has a validity value of ≥ 0.5 after item elimination so that 10 items remain, so the items for this variable are good and valid (see Figure 1).

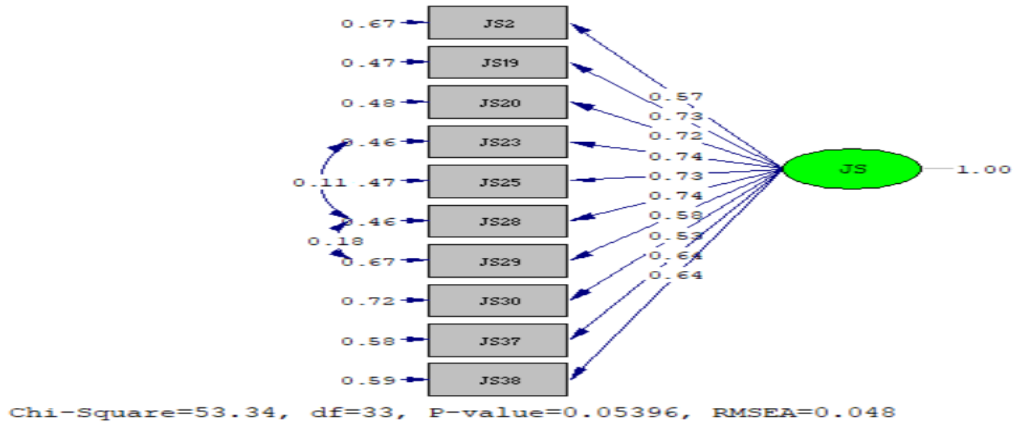


Figure *1*
Diagram *confirmatory factor analysis (cfa) standardized model job satisfaction*

Based on the picture above, model testing of the Job Satisfaction variable shows that the model fit value is fit (the model has a very good fit) with a Chi-Square value = 52.34, P-value = 0.05396, and RMSEA = 0.048. The next testing stage is to analyze the suitability of the data with the CFA model called Goodness Of Fit (GOF). Goodness of Fit (GOF) testing is carried out to evaluate whether the resulting model fits the data and theory or not. Based on the results of this test, it is known that the various values that are indicators of model suitability or fit (Goodness of Fit) have been met, so it can be concluded that the model for the Job Satisfaction variable can be declared fit because of the 11 indicators measuring the fit model, there are 10 that are compliant. In summary, the model fit indicators for the Job Satisfaction variable that have been met can be seen in table 2.

Tabel 2
Goodness Of Fit (GOF) Job Satisfaction

Ukuran GOF	Target Kecocokan	Keterangan

Normal Theory Weighted Least Squares Chi-Square = 52.34 (P = 0.053)	P Value > 0.05	Good Fit
RMSEA = 0.048	< 0.05 atau 0.05 ≤ RMSEA < 0.08	Good Fit
NFI = 0.97	≥ 0.90	Good Fit
NNFI = 0.98	≥ 0.90	Good Fit
CFI = 0.99	≥ 0.90	Good Fit
IFI = 0.99	≥ 0.90	Good Fit
RFI = 0.96	≥ 0.90	Good Fit
RMR = 0.032	≤ 0.10	Good Fit
Standardized RMR = 0.041	≤ 0.10	Good Fit
GFI = 0.95	≥ 0.90	Good Fit
AGFI = 0.91	≥ 0.90	Good Fit

Work Enggagement Measurement

In measuring the Work Engagement variable, this research uses a measuring instrument which will be measured with the UWES-9 (Utrecht Work Engagement Scale-9) measuring instrument developed by Schaufeli, W. B., Bakker, A. B., and Salanova, M. (2006). UWES-9 is a measuring tool used with the aim of measuring employee work engagement based on the feelings experienced while the employee is working. The UWES-9 measuring instrument has three dimensions with 14 questions. Apart from that, interviews and observations will be carried out as qualitative methods that are supportive and look at the consistency and confirmation of previous measuring tools (questionnaires).

Validity and reliability testing was carried out using the Confirmatory Factor Analysis (CFA) model. The Construct Reliability (CR) value of the UWES-9 measuring instrument is generally 0.932. All items in the UWES-9 measuring instrument have a Construct Reliability (CR) value ≥ 0.70 and have a CR value per dimension of 0.754-0.855, so that the variable items have good reliability values. Then, for the validity of this measuring instrument, it has a validity value of ≥ 0.5, so that the items of this variable are good and valid. (see figure 2).

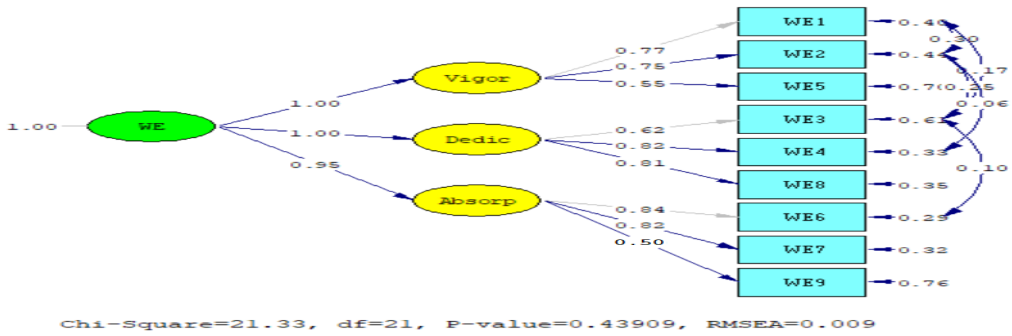


Figure 2
Diagram confirmatory factor analysis (cfa) standardized model work enggagement

Based on the picture above, testing the model from the dimension of satisfaction with the family (satisfaction with the family.? shows that the model fit value is fit (the model has a good fit) because the Chi-Square value = 21.33, P-value = 0.439, and RMSEA = 0.009. The next testing stage is to analyze the suitability of the data with the CFA model called Goodness Of Fit (GOF). Goodness of Fit (GOF) testing is carried out to evaluate whether the resulting model fits the data and theory or not. Based on the results of this test, it is known that the various values that are indicators of model suitability or fit (Goodness of Fit) have been met, so it can be concluded that the model can be declared fit. In summary, the indicators of model fit that have been met can be seen in table 3.

Table 3
Goodness Of Fit (GOF) Work Enggagement

GOF Size	Match Target	Information
Normal Theory Weighted Least Squares Chi-Square = 21.33 (P = 0.439)	P Value > 0.05	Good Fit
RMSEA = 0.043	< 0.05 atau 0.05 ≤ RMSEA < 0.08	Good Fit
NFI = 0.99	≥ 0.90	Good Fit
NNFI = 1.00	≥ 0.90	Good Fit
CFI = 1.00	≥ 0.90	Good Fit
IFI = 1.00	≥ 0.90	Good Fit
RFI = 0.98	≥ 0.90	Good Fit
RMR = 0.043	≤ 0.10	Good Fit

Standardized RMR = 0.026	≤ 0.10	Good Fit
GFI = 0.98	≥ 0.90	Good Fit
AGFI = 0.95	≥ 0.90	Good Fit

Counterproductive Work Behavior Measurement

Researchers will measure the level of Counterproductive Work Behavior that participants have using the Individual Work Performance Questionnaire (IWPQ) measurement tool developed by Koopmans et al (2013). The Individual Work Performance Questionnaire (IWPQ) is a measuring tool used to comprehensively measure individual work performance in a generic work population. The IWPQ measuring tool has three dimensions with 18 questions. However, from the 18 statement items, only 5 (five) items were taken that describe the Counterproductive Work Behavior dimension. Apart from that, interviews and observations will be carried out as qualitative methods that are supportive and look at the consistency and confirmation of previous measuring tools (questionnaires).

Validity and reliability testing was carried out using the Confirmatory Factor Analysis (CFA) model. The Construct Reliability (CR) value of this Counterproductive Work Behavior measuring tool is generally 0.882. All items in the Counterproductive Work Behavior measuring tool have a Construct Reliability (CR) value ≥ 0.70, so the variable items have a good reliability value with a CR value of 0.882 because they are unidimensional. Then, for the validity of this measuring instrument, it has a validity value of ≥ 0.5 after eliminating the items so that four items remain, so the items for this variable are good and valid (see Figure 3).

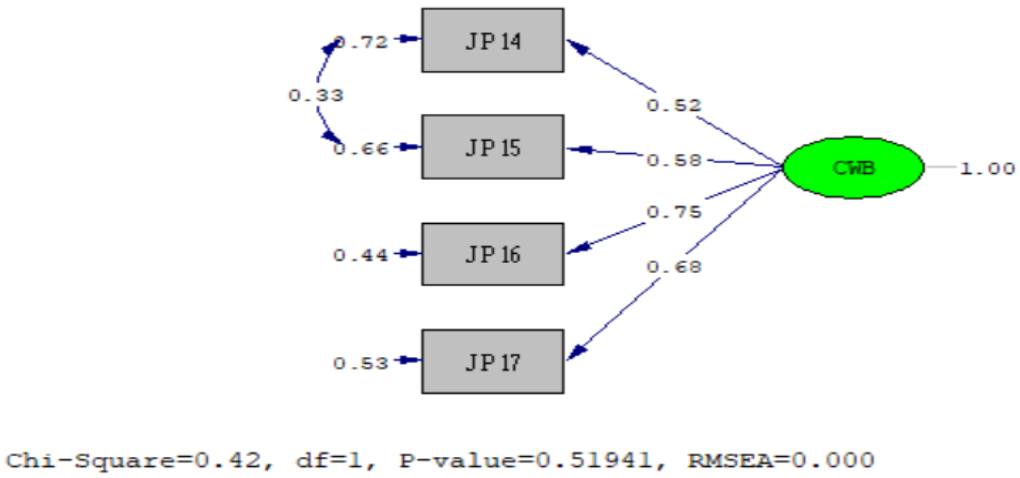


Figure 3

Diagram confirmatory factor analysis (cfa) standardized model counterproductive work behavior

Based on the picture above, testing the model of counter productive behavior shows that the model suitability value is fit (the model has a good fit) because the Chi-Square value = 0.42, P-value = 0.519, and RMSEA = 0.000. The next testing stage is to analyze the suitability of the data with the CFA model called Goodness Of Fit (GOF). Goodness of Fit (GOF) testing is carried out to evaluate whether the resulting model fits the data and theory or not. Based on the results of this test, it is known that the various values that are indicators of model suitability or fit (Goodness of Fit) have been met, so it can be concluded that the model can be declared fit. In summary, the model fit indicators can be seen in table 4.

Table 4
Goodness Of Fit (GOF) Counterproductive Work Behavior

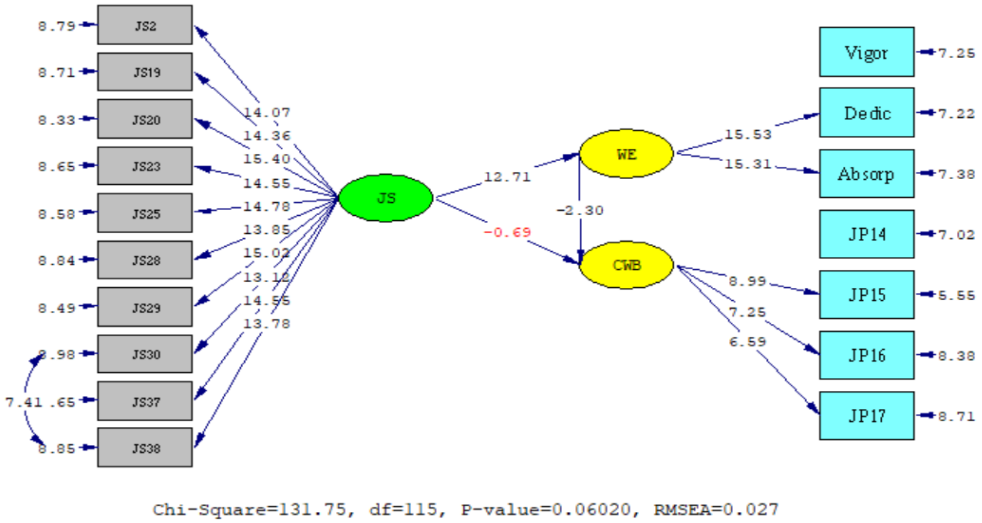
GOF Size	Match Target	Information
Normal Theory Weighted Least Squares Chi-Square = 0.42 (P = 0.519)	P Value > 0.05	Good Fit
RMSEA = 0.000	< 0.05 atau 0.05 ≤ RMSEA < 0.08	Good Fit
NFI = 1.00	≥ 0.90	Good Fit
NNFI = 1.00	≥ 0.90	Good Fit
CFI = 1.00	≥ 0.90	Good Fit
IFI = 1.00	≥ 0.90	Good Fit
RFI = 0.99	≥ 0.90	Good Fit
RMR = 0.010	≤ 0.10	Good Fit
Standardized RMR = 0.0065	≤ 0.10	Good Fit
GFI = 1.00	≥ 0.90	Good Fit

Result and Discussion

Analisis Hipotesis

Hypothesis analysis was carried out by testing the research hypothesis using the LISREL version 8.8 program. The LISREL program used to test this role is the Structural Equation

Model (SEM). Based on the t-value diagram, you can see the large role of each independent variable on the dependent variable with the role of one mediator variable. Based on the results of data processing, the results obtained can be seen in Figure 4.



Figue 4
T-value diagram of the research structural model

Based on the image above, model testing from the research shows that the model fit is fit (the model has a very good fit) because the Chi-Square value = 131.75, P-value = 0.060, and RMSEA = 0.027. Based on the results of the role test on the t-value diagram, the results obtained are that the Job Satisfaction variable has a significant role in the Work Engagement variable. This can be seen from the t value or t-value = 12.71 > 1.96, which means the calculated t value or t-value in this role test is greater than 1.96. Furthermore, the big role of Work Engagement in Counterproductive Work Behavior can be seen in the t-value of -2.30. Then, the big role of Job Satisfaction on Counterproductive Work Behavior (CWB) can also be seen directly using the t-value = -0.69 < -1.96, which means that the calculated t-value has an insignificant role. So, in this way, Work Engagement has a negative and significant role in Counterproductive Work Behavior as a mediator because when it passes through the mediator variable it becomes more significant than when there is a direct relationship between Job Satisfaction and Counterproductive Work Behavior with an overall large role shown by the value of R2 = 0.400 (40%). The results of this mediation test are also strengthened by proving the Sobel test using a Sobel calculator with results z = 2.26, p < 0.05 which proves that Work Engagement is a variable that mediates Job Satisfaction on Counterproductive Work Behavior where the test results are in Figure 5.

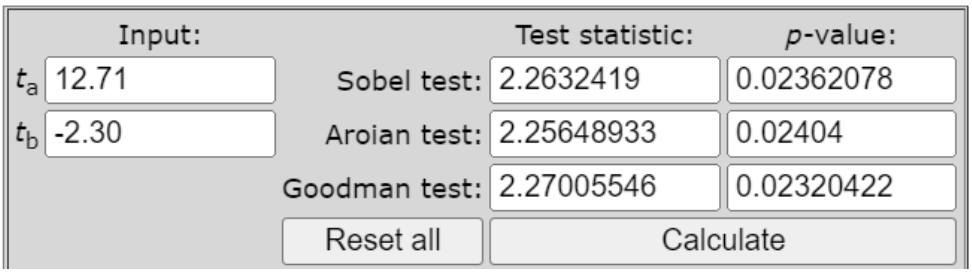


Figure 5
sobel test

The next test can be viewed from the overall model suitability which is called Goodness Of Fit (GOF). Goodness of Fit (GOF) testing is carried out to evaluate whether the resulting model is a fit model or not. Based on the results of this test, it is also known that various values that are indicators of model fit or Goodness of Fit (GOF) have been met, so it can be concluded that the structural model in this study can be declared fit. In summary, the indicators of model fit that have been met can be seen in table 5.

Table 5
Goodness Of Fit (GOF) of the research structural model

GOF Size	Match Target	Information
Normal Theory Weighted Least Squares Chi-Square = 131.75 (P = 0.060)	P Value > 0.05	Good Fit
RMSEA = 0.027	< 0.05 atau 0.05 ≤ RMSEA < 0.08	Good Fit
NFI = 0.94	≥ 0.90	Good Fit
NNFI = 0.99	≥ 0.90	Good Fit
CFI = 0.99	≥ 0.90	Good Fit
IFI = 0.99	≥ 0.90	Good Fit
RFI = 0.93	≥ 0.90	Good Fit
RMR = 0.059	≤ 0.10	Good Fit
Standardized RMR = 0.056	≤ 0.10	Good Fit
GFI = 0.92	≥ 0.90	Good Fit
AGFI = 0.90	≥ 0.90	Good Fit

Discussion

Based on the results of data analysis, it was found that work engagement mediates the causal relationship between job satisfaction and Counterproductive Work Behavior. This is in line with Herzberg's statement in work attitude theory that factors that are correlated with the job itself can only influence job satisfaction, whereas extrinsic factors from the job can influence job dissatisfaction (QONI'ATUR, 2020). The extrinsic factors meant by Herzberg, such as company policies and supervision from superiors. It is also

supported by four positive antecedents of job satisfaction, one of which is job performance, namely job performance, employee reward systems, communication of internal vision, and capitalization of knowledge and skills, and one negative antecedent, namely counterproductive work behavior. So it can be concluded that job satisfaction is the biggest predictor of employee job performance and work engagement (Nemțeanu et al., 2022).

In line with the results of this research, it also supports the statement that work engagement can act as a good predictor of employee, team and organizational performance outcomes (Bakker & Albrecht, 2018). Because it requires strong dedication and high focus on work to produce good employee performance. A popular theory that can explain work engagement is the Job Demand-Resources (JD-R) theory proposed by Bakker & Demerouti (Bakker & Demerouti, 2017). Bakker and Demerouti suggested that a combination of job characteristics and self-efficacy can predict job performance through employee work engagement. In other words, employees tend to have high work engagement if the employee is faced with work challenges and has adequate work and abilities to face these challenges (Bakker & Albrecht, 2018). This hypothesis is supported by research results from (Bakker & Demerouti, 2017), namely that work engagement is positively related to employee performance.

Conclusion

Based on data analysis carried out on 186 participants regarding the role of Work Engagement as a mediator in the relationship between Job Satisfaction and Counterproductive Work Behavior, the results of this research show that there is a positive and significant mediating role. The results which state that Work Engagement has a negative and significant mediating role in Counterproductive Work Behavior indicate that Job Satisfaction will form high Work Engagement so that it will help reduce Counterproductive Work Behavior in employees.

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