

# The Moderating Role of Emotional Intelligent On the Relationship among Job Stress, Organizational Justice and Counterproductive Behavior

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**ABSTRACT :** The purpose of Present research is explaining if emotional intelligent plays an important role in the relationship between work stress and counterproductive behavior and relationship between organizational injustice and counterproductive work behavior. The proposed model was verified based on data from Accomodation sector environment. The number of employee who involved as resource person is 70 employees from different job occupation. The result indicated that Emotional intelligent plays as moderating role in both relationship between work stress and counterproductive work behavior and relationship between organizational justice and counterproductive work behaviors. Emotional intelligent weakened the negative effect of work stress and organizational injustice on counterproductive work behaviors. It is recommended that management need to employ emotional intelligent as one of criteria in employee selection process. It is also indicated that management need to design training and development program to develop employees' emotional intelligent.

**KEYWORDS :** work stressor, organizational injustice, emotional intelligent, counterproductive behavior.

## I. INTRODUCTION

Counterproductive work behaviors is behaviors that are dysfunctional behaviors to both to organization and individual itself (Kelloway, E. K., et al 2010), because the behavior not only have negative impact on organization but also individual employee. Disfuntional behaviors that harming organization among others are theft, sabotage, work place agression and lateness ( Kelloway, E. K., et al 2010). Counterproductive behavior is also an expression of employee dissatisfaction on organization event which is resulting from perceived injustice ( Robinson, 2008). The General Theory of Crime stated that counterproductive behavior is behavior whose tendency is to avoid acts whose long-term costs exceed momentary advantages" (Hirschi & Gottfredson,199).

Preliminary observation at Peppers Hotel, Seminyak, Bali, there was indicated that some employees were committed on theft, lazyness, junior employee abused and Due to the negative impact of counterproductive behavior has on organization or individual target, it is important for management how high counterproductive behavior at Peppers Hotel, Seminyak, Bali is. Weather work sterss and organizational justice have significant correlation with employee counterproductive behavior. Present research is also aimed at explaining if emotional intelligent plays an important role in the relationship between work stress and counterproductive behavior and relationship between organizational injustice and counterproductive behavior. Work environment in Accomodation sector is dynamic service sector due to different guest bring different expectation to the hotel employees. Service demand could be a stressor that stimulate negative emotion and counterproductive behavior. The research findings has positive implication on how to minimize work stressor and perceived organizational injustice in Peppers Hotels .

## II. CONCEPTUAL MODEL AND RESEARCH HYPOTHESES

### 2.1. Conterproductive Behavior.

The General Theory of Crime stated that counterproductive behavior is behavior whose tendency is to avoid acts whose long-term costs exceed momentary advantages" (Hirschi & Gottfredson,1999). Another researcher. counterproductive work behavior (CWB) has become an important issue in management

and organizational due to its increasing frequency occurrence and its negative consequences. When employees committed on deviant work behaviors, these behaviors may affected the organization by directly impacting on its functioning or property, or hurt individual employees by reducing their effectiveness (Fox, Spector, & Miles, 2001). Bowling, N. A., & Gruys, M. L. (2010) identified situation specific counterproductive behaviors. Its contribution is extending counterproductive behavior previous classification based on target of the behavior (organization vs other individuals); Counterproductive behaviors can be distinguished as minor or major ones based on level of seriousness of the impact (Robinson & Bennett, 1995), Legality has different perspective in seeing counterproductive behaviors. There are legal counterproductive behavior and illegal counterproductive behaviors that have different implication both for organization and individual targets (Bowling, N. A., & Gruys, M. L. (2010). A meta-analysis conducted by Hershcovis et al. (2007). Iliescu, D., Ispas, D., Sulea, C., & Ilie, A. (2015) found that work stress negatively correlated with counterproductive behavior. It explained from self regulation process theory that unsatisfied work environment leaves frustration and stimulate counterproductive behaviors. Jung, H. S., & Yoon, H.H. (2012) and Miao, et al., (2017) reported that emotional intelligent is significant predictor of counterproductive behavior and organizational citizenship behavior. Emotional intelligent negatively influenced counterproductive behavior (Kolz, A. R. 1999; Miao, C., et al 2017) found that abused other employee is the most dominant counterproductive behavior of nurses in Bangalore. There are also found other counterproductive behavior there such as theft, sabotage, withdrawal behavior and production deviance.

## 2.2. Work Stress and Counterproductive Behavior.

According to Job Demand Control theory, Work stress is the response may individual employee has on demand of the work and its environment. It is in line with Theories of vocational interests at work that discovered importance aspect of person organization fit. It stated that compatibility between individual knowledge, skill and attitude as well as organization culture is preferable (Kristof, 1996). Congruence between people and organizations is related to positive behavioral outcomes, such as job performance, organizational citizenship behavior, reduced turnover (Hoffman & Woehr, 2006). Work stressor may be one or more job characteristic such as monotonous, lack of variety, unpleasant environment, having too much or too little to do, working under pressure time, long working hours, unpredictable working hour. Bowling, N. A., & Gruys, M. L. (2010) reported that sex played moderating role in the relationship between work stress and counterproductive behaviors. De Clercq, D., et al., 2019) claimed that time related work stressor tend to stimulate counterproductive behavior. If employee perceived that that there is insufficient time to complete the task, he will angry and more likely to engage in counterproductive behavior. Mahdi, S., et al., (2018) explained that work stress stimulated negative emotion and then spored counterproductive behavior. Negative emotion played as mediator on the relationship of work stress and counterproductive behavior. Bartone P. (2010) concluded that workoverload most likely contributed to the abusive behavior. Prediction of The effect of work stress on counterproductive work behavior is:

H1: Work stress positively affects counterproductive work behavior

## 2.3 Organizational Justice and Counterproductive Behavior.

Organizational injustice is related to what people perceive about the of fairness violations in the work place. They are both organization practices and policies (Saleem, F., & Gopinath, C. ,2015). Organizational justice is consist of three elements ; distributive justice, procedural justice and interactional justice. Distributive justice defined as criteria related to dissemination of resources to the employee (Byrne, Z. S., & Cropanzano, R.,2001). Equity theory (Adham S., 1965) described that individual tend to compare the ratio of its own perceived work output/reward to its own work input/contribution to those ratio of a comparison others. If the ratio is unequal, those whose ratio are higher will feel guilty, while others whose ratio are lower will feel angry. Perspective cognitive appraisal theory explained that organizational injustice (distributive, procedural and interactional) positively affect production deviance behavior and withdrawal behavior (Saleem, F., & Gopinath, C.,2015). Three component of organizational behavior; distributive injustice, procedural injustice and interactional injustice positively significant affected counterproductive behavior (Tziner, A et al., 2020). The relationship between overall injustice climate and negative outcomes would be stronger under conditions of low functional dependence than functional interdependent ( Priesemuth, M., Arnaud, A., & Schminke, M. (2013). The effect of organizational injustice on work counterproductive behavior is formulated as :

H2: organizational injustice positively affects counterproductive work behavior.

## 2.4. Emotional Intelligent and Employee Counterproductive Behavior.

Perspective of emotional regulation process, it is may be defined as the extrinsic and intrinsic processes responsible for monitoring, evaluating, and modifying emotional reactions (Thompson, R. A., 1991). In another research Schunk, D. H., & Zimmerman, B. J. (2012) discovered that self regulation theory posited that self-regulatory development extends from acquiring knowledge of learning skills (observation), to using these skills (emulation), to internalizing them (self-control), and finally to using them adaptively (self-regulation). Maamari

& Majdalani (2017) stated that Emotional intelligent is second intelligent. It is a cognitive ability which is the ability to understand, recognize and evaluate the meaning of emotions in order to create meaning of the reality and use it to solve problems (Mayer, Caruso & Salovey, 1999). The concept of emotional intelligent said that thinking and feeling, as different mental process actually work together (Kerr, Garvin, Heaton & Boyle, 2006). Theory of self regulation stated that individual has two employee with high emotional intelligent is positively correlated to leadership style. High emotional intelligent individual is better understanding, accepting their role in workplace. They are who how to communicate, motivate, adapt, understand and empathize with others (Maamari & Majdalani, 2017). High emotional intelligent individuals are less likely to commit on unethical behaviors (Mesmer-Magnus, J. Et al., 2010). Individuals who are highly emotional intelligent are inclined to show better performance in their organization in comparison to individuals who are low on emotional intelligence (srar-ul-Haq, et al., 2017). Emotional intelligent reported that it found have negative correlation with counterproductive behavior (Bibi, Z., Karim, J., & ud Din, S., 2013). Farrastama, D. N., et al., 2019) also claimed that Emotional Intelligence had a negative and insignificant effect on Counterproductive Work Behavior, Tziner, A et al.,( 2020) found that emotional intelligent negatively affected counterproductive behavior. The emotional competency was the second influential which had a relative strong impact on the level of employee engagement (Quang, H. N., 2015). Zhang, R., 2016) reported that emotional exhausted correlated positively with counterproductive behavior. The effect of emotional intelligent on work counterproductive behavior is formulated as:

H3: Emotional intelligent negatively affects counterproductive work behavior .

### **2.5. Work Stressor , Emotional Intelligent and Counterproductive Behavior.**

De Clercq, D., et al., 2019) claimed that time related work stressor tend to stimulate counterproductive behavior. If employee perceived that that there is insufficient time to complete the task, he will angry and more likely to engage in counterproductive behavior. Mahdi, S., et al., (2018) explained that work stress stimulated negative emotion and then spored counterproductive behavior. Negative emotion played as mediator on the relationship of work stress and counterproductive behavior. Emotional intelligent reported that it found have negative correlation with counterproductive behavior (Bibi, Z., Karim, J., & ud Din, S., 2013). Farrastama, D. N., et al., 2019) also claimed that Emotional Intelligence had a negative and insignificant effect on Counterproductive Work Behavior, Tziner, A et al.,( 2020) found that emotional intelligent negatively affected counterproductive behavior. The emotional competency was the second influential which had a relative strong impact on the level of employee engagement (Quang, H. N., 2015). Gender was significantly and negatively correlated with counterproductive behavior (Ugwu, L. I., 2017) case of Nurses' burnout and counterproductive work behavior in a Nigerian sample. Emotional intelligent moderated the effect of work stress on counterproductive behavior.

H4: Emotional intelligent moderates the effects of work stress on counterproductive work behavior.

### **2.6. Organizational Justice, Emotional Intelligent and Counterproductive Behaviors.**

Distributive justice defined as criteria related to dissemination of resources to the employee (Byrne, Z. S., & Cropanzano, R., 2001). Equity theory (Adham S., 1965) described that individual tend to compare the ratio of its own perceived work output/reward to its own work input/contribution to those ratio of a comparison others. If the rasio is unequal, those whose rasio are higher will feel gulty, while others whose rasio are lower will feel angry. Perspective cognitive appraisal theory explained that organizational injustice (distributive, procedural and interactional) positively affect production deviance behavior and withdrawal behavior (Saleem, F., & Gopinath, C., 2015). Farrastama, D. N., et al., 2019) also claimed that Emotional Intelligence had a negative and insignificant effect on Counterproductive Work Behavior, Tziner, A et al.,( 2020) found that emotional intelligent negatively affected counterproductive behavior. The emotional competency was the second influential factors which had a relative strong impact on the level of employee engagement (Quang, H. N., 2015). The role of emotional intelligent on relationship between organizational justice and work counterproductive behavior is predicted as follow:

H5: Emotional intelligent moderates the effects of organizational injustice on counterproductive work behavior.

### **2.7. Proposed Conceptual Model.**

Perspective of job demand control theory was applied to test relationship between work stress and counterproductive. Relationship between organizational injustice and counterproductive work behavior is viewed from equity theory. The effect of emotional intelligent on counterproductive work behavior was explained based on self regulation theory. The conceptual model that proposed relationship among work stress, organizational injustice, emotional intelligent and counterproductive work behavior is presented on figure 1.

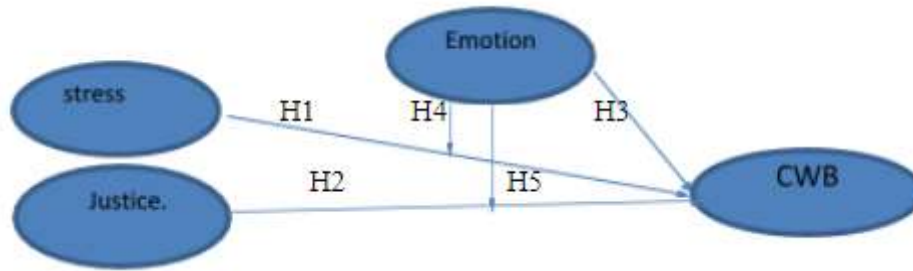


Figure 1. Proposed conceptual model

III. RESEARCH METODOLOGY

3.1 Research design.

Research design of present study is survey. Data accumulation involved 71 employees of Peppers Hotel, Seminyak, Bali. Respondent Characteristics are presented on tabel 1. Conceptual model proposed the moderating role of emotional intelligent on relationship between work stress and counterproductive work behavior as well as relationship between organizational justice and counterproductive work behavior. Research population was employees of Peppers Hotel, located at Seminyak, North Kuta Area, Bali. The number of unit sample population is 90 employees. They are front officers, bartenders, house keepers, marketing officers, SPA therapis, finansial and accounting officers, general affairs and Human Resource officers.

Work stress measurement comprises work demand, work capacity available and individual perceived control which elaborated in 21 item indicators. Organizational justice measurement covers distributional justice, procedural justice and interactional justice which consist of 17 item indicators (Omar, A.,et al., 2018). Emotional intelligent was measured by 17 item indicators developed by Kevin A. Davis et al., (2010). Counterproductive work behavior measurement covered 12 dimensions such as theft, unsafe behavior, drug use, alcohol use, inappropriate verbal actions. The scale consists of 27 item indicators (Gruys, M. L., & Sackett, P. R., 2003).

Data were measured by semantical differential scale with four interval ( 1 – 4) or (never, sometimes, often and always). Score 1 represents which represented opinion of strongly dissatisfied – strongly satisfaid or never – always. Data Validity were verified by Confirmatory Factor Analysis (CFA). Indeks measure of sampling adequacy (KMO) critical value is 0,51. Scale validation is evaluated through the Bartlett’s Sphericity test, where the result should be higher than.05 significance in order to be accepted and the Eigenvalues of the factor are above 1,0, and Total variance Explained by all factor components with a factor above 1.0 is above 51%. Data reliability were tested by scale method and required Alpha Cronbach values above 60%.

Table.1. Respondent characteristic

No.	Description	Quantity ( Percent)
1.	Sex	
	a. Men	46 (51,1)
	b. Female	44(48,9)
2.	Age	
	a. 20 - 25	18(20,0)
	b. 26 - 31	34(37,7)
	c. 32 – 37	13(14,4,)
	d. 38 <..	25(27,7,)
3.	Education level	
	a. High Senior	59(65,5)
	b. Diploma	14(15,5)
	c. Undergraduate	17(18,9)
4.	Lenght of service (year)	
	a. ...< 3	13(14,4)
	b. 4 - 6	26(28,8)
	c. 7 - 9	22(24,4)
	d. 10 - 12	29(32,1)

Source: Primary Data, 2020.

The number of male responden is 51% and the rest is female respondent. Research location is logistic company. Respondent age is dominant less than 32 year old ( 57,7%) and 42% of respondent are 32 year old and older . Education level of respondent is dominated by those who were graduated from senior high school ( 65,5%) and the rest are graduated from Diploma ( 15,5%) and Undergraduate school ( 18,9%). Most Respondents' Length of service is more than 7 year ( 56,5%) and the number of respondent whose length of service is less than 7 year is 43,2%).

#### IV. RESULT AND DISCUSSION.

Validity test indicated that all data are valid based on value of Keiser Olkin Meyer (KMO), Barlett test, Loading value and commulative explained variance. The result of validity tes tis presented on table 2.

**Table 2. Test of Validity**

No	Variable	KMO	Barlett's test	Commulative Variance	Interp.
1	Work stress	0,969	179,5424	67,839	valid
2	Organizational injustice	0,946	136,3478	66,107	valid
3	Emotional intelligent	0,928	86,8833	70,079	valid
4	Counterproductive behavior	0,945	45,1154	83,024	valid

Source; Primary data, 2020

Reliability test indicated that Value of Cronbach Alpha of Job satisfaction, work load, compensation and employee retention are larger than 0,60. It indicated that data are reliable and then hypoheses testing can be done. The result are presented on tabel 3 in detail.

**Table 3. Reliability Test**

Variabel	Cronbach's Alpha	Reliability
Work stress	0,976	Reliable
Organizational injustice	0,965	Reliable
Emotional intelligent	0,957	Reliable
Counterproductive behavior	0,990	Reliable

Source :Priary data,, 2020

#### 4.1 Work stress score distribution .

Average organization injustice score is reported Low ( 2.00) measured in 1-4 interval scale. Among other indicators of work stress, respondent reported irritating condition (2,08), overwhelming work load (2,08) , Time pressure (2,02), Demand Fast Response (2,12), activities are demanding (3,13), there is stressful condition ( 3,02), disssatisfied relationship at work (2,06 and work conflict ( 2,13) are higher than other work stress indikator scores. Management attention need to redirect to the work environment that reported as demanding (3,13) and stressful ( 3,02). Data are presented on table 4 in detail.

**Table 4. Work stress score distribution**

No	Work stress indikator	N	Average score	Keterangan
1	Lack of skill	90	1,95	Low
2	Time pressure	90	2,02	Low
3	Fast response demand	90	2,12	Low
4	High volume job	90	2,06	Low
5	Lack of work experience	90	1,81	Low
6	Lack of work relevant knowledge	90	1,83	Low
7	Work conflict	90	2,13	Low
8	Role ambiguity	90	1,86	Low
9	Unsatisfied relationship	90	2,06	Low
10	High target	90	2,11	Low
11	Cooperation	90	2,01	Low
12	Lack of equipment	90	2,17	Low
13	Equipment condition	90	2,03	Low

14	Management support	90	2,03	Low
15	Anxiety	90	2,10	Low
16	Under control activities	90	1,91	Low
17	stressful	90	3,02	High
18	Demanding activities	90	3,13	High
19	Relax	90	1,95	Very low
20	Irritating	90	2,08	Low
21	Overwhelming	90	2,08	Low
<b>Average score</b>			<b>2,00</b>	<b>Low</b>

Source: Primary data,2020.

#### 4.2 Organizational justice score distribution.

Average organization injustice score is reported Low ( 2.04) measured in 1-4 interval scale. Procedure (1,81), reward (1,84), politeness treatment (1,86) , and opportunity to appeal (1,98 )are among others indicators are organization justice aspect that need management attention to improve. Respondents said that Reward is not only reflected their effort but also their contribution (2,14). Data are presented on table 5 in detail.

**Table.5 Organizational injustice score distribution**

No.	Variabel Ketidakadilan Organisasional (X <sub>2</sub> )	N	Rata rata	Keterangan
1	Reward is not reflection of effort	90	1,84	Low
2	Reward is not appropriate for the job performance	90	2,21	Low
3	Reward is not reflection of contribution	90	2,14	Low
4	Reward is not reflection of job responsibility	90	2,00	Low
5	Inability to express your view	90	2,01	Low
6	Procedure applied inconsistently	90	2,00	Low
7	Free from bias Procedure (R)	90	2,07	Low
8	Procedure is not based on accurate information	90	2,23	Low
9	Opportunity to appeal the outcome by the procedure (R)	90	1,98	Low
10	Procedure is not upheld ethical standard	90	2,15	Low
11	Polite treatment (R)	90	1,86	Low
12	Treatment with respect (R)	90	2,02	Low
13	Full disclose Information (R)	90	2,00	Low
14	Reasonable explanation regarding the procedures (R)	90	1,81	Low
15	Personalized communication (R)	90	2,10	Low
16	Timely information delivery (R)	90	2,14	Low
17	Candid communication (R)	90	2,16	Low
<b>Average score</b>			<b>2,04</b>	<b>Low</b>

Source : Primary data , 2020

#### 4.2.1. Emotional intelligent score distribution.

Average score of emotional intelligent is reported high (2,99), measured through 1-4 interval scale. Among other indicators, self awareness dimension indicators scores are reported lower. Knowing his/her own emotion change ( 2,87) and difficulty to understand others behaviors ( 2,87) and application of positive mood to solve the problem are some emotional management skill that need to improve further. Distribution score of emotional intelligent indicators are presented on table.6.

**Table.6. Emotional intelligent score distribution**

No.	Indicator	N	Average score	Interpretation
1	I am aware of my emotion as I experience them	90	3,04	high
2	I know why my emotion change	90	2,87	high
3	I can tell how people are feeling by listening to the tone of their voice	90	3,02	high
4	By looking at facial expression, I recognize the emotion people experiencing	90	3,12	high
5	I it difficult for me to understand why people feel the way they do	90	2,87	high

6	I can control my emotion	90	3,06	high
7	I know activities that make me happy	90	3,01	high
8	I am able to make other feel better	90	3,28	high
9	I look for new possibility when face a problem	90	3,04	high
10	I try to stay in positive mood.	90	3,06	high
11	I solve the problem easier, when I am in the positive mood.	90	2,61	high
<b>Average score</b>			<b>2,99</b>	<b>high</b>

Source :Primary data,, 2020

#### 4.3. Counterproductive behavior score distribution.

Average score of counterproductive work behavior is reported low (1,87), measured through 1-4 interval scale. Among other indicators, self awareness dimension indicators scores are reported higher than average score. Lie tto supervisor ( 2,05), take office supplies from the company ( 2,23) and discuss confidential matters with unauthorized people ( 2,03), play game during office hours (2,22) and intentionally absent from work without a legitimate reason ( 2,16) are counterproductive behavior that need management attention to control. Distribution score of counterproductive work behavior indicators are presented on table.6.

**Table 7. Counterproductive behavior score distribution**

No	Indicator	N	Average score	Interpretation
1	Conduct personal business during work time	90	1,75	Very low
2	Intentionally absent from work without a legitimate reason	90	2,16	Low
3	Intentionally do work slowly	90	1,93	Low
4	Play computer game during work time	90	2,22	Low
5	Come late to work	90	1,85	Low
6	Use sixk leave when not realy sixk	90	1,73	Very low
7	Come to work under the influence of alcohol	90	1,80	Low
8	Mark up price of operational input	90	1,72	Very low
9	Receiving kick back/gift from vendors	90	1,75	Very low
10	Give away goods or services for free	90	1,81	Low
11	Misuse business expense account	90	1,78	Low
12	Take office supplies from the company	90	2,23	Low
13	Keep the office clean	90	2,26	Low
14	Verbally abuse a customer	90	1,80	Low
15	Fight /argue with co worker	90	1,80	Low
16	Discuss confidential matters with unauthorized personnel	90	2,03	Low
17	Waste company resources.	90	1,72	Very low
18	Argue or fight with a supervisor	90	1,84	Low
19	Menolak untuk membantu rekan kerja	90	1,75	Very low
20	Provide the organization with false information	90	1,91	Low
21	Endanger coworkers by not following safety procedures.	90	1,80	Low
22	Make unwanted sexual advances toward a co-worker	90	1,81	Low
23	Coworker physical agression	90	1,82	Low
24	Take cash or property belonging to a customer	90	1,80	Low
25	Ignored coworker	90	1,83	Low
26	Verbally abuse a co-worker	90	1,80	Low
27	Lie to employer or supervisor to cover up a mistake	90	2,05	Low h
<b>Average score</b>			<b>1,87</b>	<b>Low</b>

Source: Primary Data, 2020

#### 4.6 Hyphoteses testing.

Result of Moderated Regression Analysis is presented on table 8 in detil.

**Table 8. Moderated Regression Analysis Output**

Model	Coefficients <sup>a</sup>		T	Sig.
	Unstandardized Coefficients	Standardized Coefficients		

	B	Std. Error	Beta		
1 (Constant)	1,282	7,441		0,172	0,864
Work stress	2,015	0,089	0,924	22,658	0,000
Organizational injustice	3,151	0,253	1,423	12,478	0,000
Emotional Intelligent	-0,416	0,200	-0,138	-2,079	0,041
Work stress *Emotional intelligent	-0,049	0,009	-0,397	-5,289	0,000
Organizational injustice *Emotional intelligent	-0,058	0,011	-0,447	-5,315	0,000
<b>R Square</b>					<b>0,981</b>
<b>Adjusted R Square</b>					<b>0,980</b>
<b>F Statistik</b>					<b>862,923</b>
<b>Significancy</b>					<b>0,000<sup>b</sup></b>

Source: Primary data, 2020

Regression equation model of the moderating role of emotional intelligent on the relationship between work stress and counterproductive work behavior as well as organizational injustice and counterproductive work is depicted on equation 1:

$$Y = 1,282 + 2,015 \text{ work stress} + 3,151 \text{ Org.Injustice} - 0,416 \text{ E.intelligent} - 0,049 \text{ Work stress} * \text{ E.Intelligent} - 0,058 \text{ Orang. Injustice} * \text{ E.Intelligent} + e \dots \dots \dots (1)$$

**4.6.1 Verification of Classic Assumption.**

Verification on classic assumption compliance is conducted before make further analysis regarding model validity and hypotheses testing. Respectively Data Normality, Multicolliniarity and heteroscedasticity test are presented on table 9, table 10 and table 11. Result of data analysis indicated that data have normal distribution. Independent variables in equation does not violate multicolliniarity assumption. Variance of residual data is stable (Homeoscedasticity).

**Table 9. Test of Normality output  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		90
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	3,65099345
Most Extreme Differences	Absolute	0,050
	Positive	0,046
	Negative	-0,050
Test Statistic		0,050
Asymp. Sig. (2-tailed)		0,200 <sup>c,d</sup>

Source: Primary data, 2020

**Table 10. Test of Multicolliniarity output.**

Model	Collinearity Statistics	
	Tolerance	VIF
1 stres kerja	0,247	4,041
keadilan organisasional	0,255	3,926
kecerdasan emosional	0,454	2,204
stres kerja*kecerdasan emosional	0,841	1,189
keadilan organisasional*kecerdasan emosional	0,911	1,097

Source : Primary data,2020

**Table 11. Test of heteroscedasticity**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	



1 (Constant)	0,970	4,268	0,227	0,821
stres kerja	0,079	0,129	0,439	0,495 0,622
ketidakadilan organisasional	0,105	0,145	0,573	0,725 0,471
kecerdasan emosional	-0,005	0,115	-0,020	- 0,966 0,043
stres kerja*kecerdasan emosional	-0,005	0,005	-0,535	- 0,299 1,046
ketidakadilan organisasional*kecerdasan emosional	-0,005	0,006	-0,497	- 0,396 0,853

Source: Primary data, 2020

#### 4.6.2. Model Determination.

Analysis of model determination indicated that variance work stress, organizational justice and emotional intelligent both its main effects and interaction effects accounted for 98% of variance counterproductive work behavior employee at Peppers Hotel, Seminyak, Bali.

**Table 12. Determination Analysis (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,990 <sup>a</sup>	0,981	0,980	3,75808

#### 4.6.3. Model Validity.

Proposed model regarding the moderating role of emotional intelligent in the relationship among work stress, organizational injustice and counterproductive work behavior, was valid ( $F_{(5,84)} = 862,923$ ;  $P < 0,05$ ) as indicated the data presented in table 12.

**Table 13. Model validity**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60936,152	5	12187,230	862,923	,000 <sup>b</sup>
	Residual	1186,348	84	14,123		
	Total	62122,500	89			

#### 4.6.4. Hypotheses Testing .

Partial analysis the main effect of work stress and oragnizational injustice and emotional intelligent on counterproductive work behavior, interaction effects of work stress and emotional intelligent, interaction effect of organizational injustice and counterproductive behavior were presented respectively.

##### 4.6.4.1. The Main effect of work stress on counterproductive bahavior.

Regression analysis output indicated that the main effect of work stress on counterproductive work behavior is positively significant ( $\beta = 2,015$  ;  $t = 22,658$  ;  $p < 0,05$ ). Relevant parameters are presented on table .8.

##### 4.6.4.2. The Main effect of organizational injustice on counterproductive bahavior.

Regression analysis output indicated that the main effect of organizational injustice on counterproductive work behavior is positively significant ( $\beta = 3,151$  ;  $t = 12,478$  ;  $p < 0,05$ ). Relevant parameters are presented on table .8.

##### 4.6.4.3. The Main effect of emotional intelligent on counterproductive bahavior.

Regression analysis output indicated that the main effect of emotional intelligent on counterproductive work behavior is negatively significant ( $\beta = -0,416$  ;  $t = -2,079$  ;  $p = 0,041$ ). Relevant parameters are presented on table .8.

##### 4.6.4.4. The interaction effect of work stress and emotional intelligent on counterproductive bahavior.

Regression analysis output indicated that the main effect of emotional intelligent on counterproductive work behavior is negatively significant ( $\beta = -0,049$  ;  $t = -5,289$  ;  $p < 0,05$ ). Relevant parameters are presented on table .8.

#### 4.6.4.5. The interaction effect of organizational injustice and emotional intelligent on counterproductive behavior.

Regression analysis output indicated that the main effect of emotional intelligent on counterproductive work behavior is negatively significant ( $\beta = -0,058$ ;  $t = -5,315$ ;  $p < 0,05$ ). Relevant parameters are presented on table 8.

#### 4.7. Discussion, conclusion and recommendation.

Work stress found positively affected counterproductive work behavior because it stimulated individual negative emotion and spurred counterproductive behavior. The present finding is supported by emotion regulation theory and the empirical evidences reported by previous research reported by Mahdi, S., et al., (2018), When employee perceived that there is insufficient time to complete the task, he will angry and more likely to engage in counterproductive behavior. Counterproductive behavior found as reflection failure in regulating employees' emotion at work place. Work stress stimulated negative emotion and then spurred counterproductive behavior. Negative emotion played as mediator on the relationship of work stress and counterproductive behavior. Bibi, Z., Karim, J., & ud Din, S., (2013) reported similar finding that emotional intelligent has negative correlation with counterproductive behavior.

Organizational injustice positively affected counterproductive work behavior. Equity theory (Adham S., 1965) described that individual tend to compare the ratio of its own perceived work output/reward to its own work input/contribution to those ratio of a comparison others. If the ratio is unequal, those whose ratio are higher will feel guilty, while others whose ratio are lower will feel angry. Negative emotion encourage individuals more aggressive to other employee or committed to negative behavior that harming organization. Present findings similar to that reported by Saleem, F., & Gopinath, C.,(2015) who explained from perspective cognitive appraisal theory that organizational injustice (distributive, procedural and interactional) positively affect production deviance behavior and withdrawal behavior.

Present research discovered that emotional intelligent negatively affected counterproductive work behavior. Emotional intelligent as second intelligent is a cognitive ability to understand, recognize and evaluate the meaning of emotions in order to create meaning of the reality and use it to solve problems (Maamari & Majdalani ,2017 and Mayer, Caruso & Salovey, 1999). High emotional intelligent individual is better understanding, accepting their role in workplace, They are know how to communicate, motivate, adapt, understand and empathize with others (Maamari & Majdalani, 2017),

Emotional intelligent plays a moderating role on relationship between work stress and counterproductive behavior as well as relationship between organizational injustice and counterproductive behavior. Farrastama, D. N., et al., 2019) claimed that Emotional Intelligence had a negative and insignificant effect on Counterproductive Work Behavior, Those who with high emotional intelligent are less likely to commit on unethical behaviors (Mesmer-Magnus, J. Et al., 2010) and inclined to show better performance in comparison to individuals who are low on emotional intelligence (srar-ul-Haq,et al., 2017). Emotional intelligent moderated the effect of work stress on counterproductive behavior (Ugwu, L. I., 2017). The emotional competency was the second influential factor which had a relative strong impact on the level of employee engagement (Quang, H. N., 2015). In detail parameters of the moderating effects of emotional intelligent on relationship between work stress and counterproductive work behavior and relationship between organizational injustice and counterproductive work behavior are presented on table 13.

The implication of research findings is to control counterproductive behavior of its employees , firstly that management have to place work stress minimization program on top priority. Because the main effect of work stress is stronger on counterproductive work behavior than the main effect of organizational injustice. Secondly, management have to place emotional intelligent as a determinant in selection a new employee or promotion decision making process among other relevant criteria.

**Table.13. Main effect and interaction effect analysis (summary)**

Equation	Unstandardized Coefficients Beta	t	Sig.
a. Work stress, emotional intelligent and counterproductive work behavior			
• Main effect of Work stress on counterproductive work behavior	0,924	22,658	0,000
• Interaction effect of Work stress and emotional intelligent on counterproductive work behavior	-0,397	-5,289	0,000
b. Organizational justice, emotional intelligent and counterproductive work behavior			

• The main effect of Organizational justice on counterproductive work behavior	1,423	12,478	0,000
• The interaction effect of organizational justice and emotional intelligent on counterproductive work	-0,447	-5,315	0,869

Source: Primary data, 2020

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