

The Influence of Interpersonal Conflict and Job Stress on Counterproductive Work Behavior: The Mediating Role of Job Dissatisfaction

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Abstract

This study aims to analyze the influence of interpersonal conflict and job stress on counterproductive work behavior (CWB), with job dissatisfaction as a mediating variable. The research was conducted among employees of the Perumda Air Minum Office in Padang City, using a probability sampling technique through cluster sampling involving 160 employees. Data were analyzed using the Structural Equation Modeling (SEM) method with the assistance of SmartPLS software. The results indicate that both interpersonal conflict and job stress have a positive and significant effect on counterproductive work behavior. Furthermore, job dissatisfaction also has a positive and significant influence on counterproductive work behavior. Job stress is found to have a direct and significant effect on job dissatisfaction, whereas interpersonal conflict does not significantly affect job dissatisfaction. Job dissatisfaction is proven to mediate the relationship between job stress and counterproductive work behavior, but it does not mediate the relationship between interpersonal conflict and counterproductive work behavior. These findings offer important implications for organizations in managing interpersonal conflict and job stress, with the aim of enhancing job satisfaction and minimizing the emergence of counterproductive behaviors in the workplace.

INTRODUCTION

Human resources (HR) play a crucial role in the success of the organization, not only as work executors but also as determinants of the strategic direction and sustainability of the organization. In the context of public service organizations, the quality of human resources becomes increasingly important given its role in direct contact with the community. One of the organizations that faces high demands on public services is the Regional Public Water Company (Perumda Air Minum) of Padang City. As a clean water provider, PDAM is not only required to maintain the quality of technical services, but also to ensure that all internal work lines run effectively and responsively to customer needs (Fadli & Hardi, 2022).

However, the reality in the field shows that the quality of service of PDAM Padang City is still not optimal. Based on data from the Office of Perumda Air Minum Kota Padang (2022), more than 500 customer complaints were recorded every month from January to September 2022, covering technical issues such as low water pressure, installation leaks, to administrative issues such as improper billing. This high number of complaints indicates a systemic problem, which not only stems from technical aspects, but also involves employee behavior and work dynamics. In many studies, this phenomenon is often associated with an increase in *counterproductive work behavior* (CWB), which is deviant behavior that harms the organization,

whether in the form of sabotage, absenteeism, or decreased performance (Wijayanti, 2014; Spector et al., 2005).

CWB has become one of the main focuses in organizational behavior studies due to its significant impact on efficiency, productivity, and work climate. *The Stressor-Emotion Model* theory developed by Spector and Fox (2005) explains that work stressors such as interpersonal conflict and work pressure can trigger negative emotions, which then encourage individuals to perform counterproductive behaviors. In this model, emotions function as psychological mediators that bridge the influence of external pressures on deviant behavior. This theory has been adopted and tested by many researchers in various organizational and cultural contexts (Clercq et al., 2019; Tulak et al., 2023), and continues to demonstrate its relevance in explaining the origins of destructive behaviors in the workplace.

One of the factors that contribute to strengthening the relationship between job stress and CWBs is job dissatisfaction. Job dissatisfaction is a negative affective response to work that arises when employee expectations are not met, both in terms of rewards, role clarity, and interpersonal relationships at work (Spector, 2020). A number of studies have found that job dissatisfaction has a positive influence on CWB tendencies (Yean et al., 2022; Jawahar & Stone, 2015; Mkamwa, 2020). In many cases, employees who feel unappreciated or work in a conflicted environment will tend to exhibit passive-aggressive behaviors, such as delaying work, ignoring instructions, and covert sabotage.

While the literature on CWB, job stress, and interpersonal conflict has grown widely, there is still important room to explore how these variables interact with each other in the context of public service, particularly in Indonesia. Previous studies have mostly been conducted in the private sector or large corporations, with populations of young professionals or administrative personnel (Adela et al., 2023; Kundi & Badar, 2021). The context of public service organizations such as PDAMs, which have bureaucratic characteristics and high workloads with high public service expectations, has not been systematically studied. In fact, in this environment, the potential for interpersonal conflict and work stress tends to be higher, and has direct consequences for the quality of public services. This research is also relevant because it fills a theoretical and practical gap in understanding the work dynamics of public service employees at the local level. In several studies, it was found that interpersonal conflict has a significant influence on CWB, both directly and indirectly through job dissatisfaction (Hendrayani & Dewi, 2020; Iqbal & Raja, 2023). Similarly, job stress contributes to increasing the intensity of negative emotions that trigger counterproductive behaviors (Angulo et al., 2019). However, not many studies have simultaneously tested the mediation model of job dissatisfaction between the two stressors and CWB with a quantitative approach based on *Partial Least Squares-Structural Equation Modeling* (PLS-SEM), which allows testing complex relationships between variables in one whole model.

Furthermore, exploratory interviews with employees of PDAM Padang City revealed that various forms of counterproductive behaviors often emerge not out of bad intentions, but in response to psychological pressure, role vagueness, and lack of two-way communication within the organization. Employees complained of high workloads, inadequate rewards, and less harmonious working relationships. This confirms that deviant behavior is not only caused by individual factors, but also influenced by the work system, organizational culture, and communication patterns between individuals in the organization. Against this background, this

study aims to analyze the influence of interpersonal conflict and job stress on CWB, and evaluate the mediating role of job dissatisfaction in the relationship.

This research is expected to not only make a theoretical contribution to the development of organizational behavior models, but also have practical implications for PDAM management and other public service organizations in building a work system that supports employee psychological well-being, reduces the level of CWB, and ultimately improves the quality of service to the community.

RESEARCH THEORY AND HYPOTESIS DEVELOPMENT

Counterproductive Work Behavior (CWB)

Counterproductive Work Behavior (CWB) refers to intentional or unintentional employee behavior that is contrary to the interests of the organization and has the potential to harm both individuals and institutions (Spector & Fox, 2005; Robbins & Judge, 2017). CWBs include actions such as sabotage, theft, harassment, withdrawal, and deviations in task performance (Moorhead & Griffin, 2013; Eschleman et al., 2014). These behaviors can be overt such as verbal and physical violence, or covert such as delaying work, using office facilities for personal interests, and spreading confidential information (Angulo et al., 2019; Tulak et al., 2023). Bennett & Robinson (2000) classified CWB into two forms: CWB towards organizations (CWB-O) and towards individuals (CWB-I). While Spector et al. (2005) categorized CWB into five dimensions: coworker abuse, production deviation, sabotage, theft, and withdrawal. This study adopted indicators from Spector et al. (2005) to measure the intensity of CWB, which includes behaviors such as coming late, misusing facilities, avoiding responsibilities, and demeaning colleagues. CWB is a serious concern in HR management because it has a direct impact on productivity and organizational image.

Interpersonal Conflict

Interpersonal conflict is a form of disagreement between two or more individuals that impacts social interactions in the workplace, often triggered by differences in values, perceptions, communication, or personal interests (Bruce et al., 2025). This conflict is emotional and personal, and can interfere with individual and team performance if not managed effectively (Robbins et al., 2023). Although conflict is inevitable in organizations (Gibson et al., 2012), its management determines whether it becomes an obstacle or an opportunity for improving work relations (Griffin et al., 2022). Poorly managed interpersonal conflict can increase work stress, reduce productivity, and trigger counterproductive behaviors such as sabotage, intentional absence, or withdrawal (McClelland & Mansell, 2019). To avoid these negative impacts, approaches such as mediation, increasing self-awareness, and empathic communication are important strategies in conflict management.

Wright et al. (2017) identified six main dimensions of interpersonal conflict, namely: perceived unfair treatment, abusive behavior, irresponsibility, co-worker incompetence, task disagreement, and expression of negative emotions. These dimensions illustrate the complexity of interpersonal conflict which, if not addressed with collaborative strategies, can undermine the work climate and hinder the achievement of organizational goals. Interpersonal conflict in the workplace is a significant factor driving counterproductive behaviors (CWBs). When conflicts go unresolved, employees tend to feel unappreciated or marginalized, which triggers behaviors

such as work procrastination, responsibility avoidance, and subtle sabotage (Kessler et al., 2013; Hendrayani & Dewi, 2020).

Research shows that conflict-filled work environments and poor communication can weaken employees' sense of control and engagement, thereby increasing the intensity of CWBs (Kundi & Badar, 2021; Pitariu & Budean, 2020). Effective interpersonal communication is needed to minimize this negative impact (Sundari et al., 2024).

H1: Interpersonal Conflict has a positive and significant effect on Counterproductive Work Behavior.

Work Stress

Prolonged job stress, particularly stemming from pressure and excessive workload, can significantly undermine employees' psychological well-being and trigger counterproductive work behavior (CWB), such as decreased performance, absenteeism, sabotage, or neglect of responsibilities (Spector & Fox, 2005). This condition arises when individuals' ability to adapt to job demands diminishes, leading to heightened negative emotions that adversely affect daily work behavior. Research indicates that poorly managed job stress increases the likelihood of employees engaging in behaviors that are harmful to both themselves and the organization (Angulo et al., 2019; Clercq et al., 2019; Suroso et al., 2020; Tulak et al., 2023). Common forms of CWB include task procrastination, disrespect towards supervisors or coworkers, misuse of company resources, theft, and acts of sabotage. Angulo et al. (2019) emphasized that excessive workloads and high performance targets exacerbate stress and elevate the risk of CWBs. Similarly, Clercq et al. (2019) and Suroso et al. (2020) argued that chronic job stress fosters frustration and aggressive responses as emotional release mechanisms. Tulak et al. (2023) further noted that time pressure heightens employee frustration and reduces their ability to refrain from deviant behavior. Therefore, organizations must adopt effective stress management strategies to mitigate the negative effects of job stress on productivity and workplace climate.

H2: Job stress has a positive and significant effect on counterproductive work behavior.

Job Dissatisfaction

Interpersonal conflict arises when one individual's actions interfere with another's goals or activities, creating tension that negatively affects concentration, productivity, and job satisfaction (Wijaya et al., 2024). Unresolved conflict can diminish psychological comfort and damage interpersonal relationships among employees. Several studies have shown that interpersonal conflict significantly influences job dissatisfaction (Adela et al., 2023; Anju et al., 2021; Arafat et al., 2018; Iqbal & Raja, 2023). According to Iqbal and Raja (2023), frequent and intense conflict leads to emotional distress, a reduced sense of security, and heightened job dissatisfaction. Adela et al. (2023) added that unresolved conflict contributes to frustration and reduced morale. Anju et al. (2021) and Arafat et al. (2018) also emphasized that interpersonal tensions contribute to negative emotional states, which worsen employees' perceptions of their work. Therefore, effective conflict management is essential to maintaining job satisfaction among employees.

H3: Interpersonal conflict has a positive and significant effect on job dissatisfaction.

Job stress refers to the pressure that arises from a mismatch between job demands and an individual's capacity, including high performance targets, environmental changes, and excessive workload. While moderate levels of stress can be motivating, excessive stress tends to reduce

productivity, increase absenteeism, and raise employee turnover (Kamaludin & Hidayat, 2024). Beyond its direct link to CWB, job stress has also been found to contribute significantly to job dissatisfaction (de Sousa et al., 2019; Halkos & Bousinakis, 2017; Qiu et al., 2021; Wulf, 2012). Prolonged and unmanaged work pressure leads to psychological strain, emotional exhaustion, and negative perceptions of the job. Qiu et al. (2021) and Halkos & Bousinakis (2017) found that increasing stress levels reduce motivation and commitment while increasing the desire to resign. Similarly, de Sousa et al. (2019) reported that chronic stress leads to job dissatisfaction and a decline in service quality. Wulf (2012) emphasized that insufficient supervisory support and a poor work environment intensify job dissatisfaction. Consequently, stress management is crucial for maintaining employee satisfaction and well-being.

H4: Job stress has a positive and significant effect on job dissatisfaction.

Job dissatisfaction contributes to declining motivation and the rise of counterproductive work behaviors (CWBs), such as absenteeism, sabotage, and task avoidance. These behaviors are often triggered by low pay, lack of recognition, and a disconnect between employee expectations and workplace realities (Robbins & Judge, 2008). Jawahar and Stone (2015) demonstrated that dissatisfied employees are more likely to lose motivation and engage in behaviors that harm the organization. Yiwen and Hahn (2021) found that higher levels of dissatisfaction increase the likelihood of employees engaging in CWBs, even prior to resigning. Cancela et al. (2022) further noted that dissatisfaction is exacerbated by low organizational support, workload imbalances, and limited career opportunities—factors that trigger negative emotions such as anger and frustration. Mkamwa (2020) emphasized that perceived unfairness in decision-making processes can drive CWBs, as employees feel undervalued and unappreciated.

Overall, job dissatisfaction negatively affects workplace behavior by reducing motivation and increasing emotional strain. Therefore, cultivating a supportive, fair, and transparent work environment is critical to minimizing dissatisfaction and preventing CWB.

H5: Job dissatisfaction has a positive and significant effect on counterproductive work behavior (CWB). Job dissatisfaction also plays a mediating role in the relationship between interpersonal conflict and CWB. Interpersonal conflict can indirectly trigger CWB through increased dissatisfaction, as unresolved tensions in the workplace reduce emotional well-being and perceived fairness (Robbins & Judge, 2008; Yiwen & Hahn, 2021; Cancela et al., 2022).

H6: Interpersonal conflict has a positive and significant effect on counterproductive work behavior mediated by job dissatisfaction.

Similarly, job stress has a positive indirect effect on counterproductive behavior, with job dissatisfaction serving as a significant mediator. High levels of stress decrease job satisfaction, which in turn contributes to behaviors such as task avoidance, absenteeism, and sabotage (Purwaningrum & Nabila, 2023; Yean et al., 2022; Pitariu & Budean, 2020). Stress-induced dissatisfaction amplifies the negative impact on work behavior. Supporting this, Hidayat et al. (2019) and Rahmi et al. (2022) found that prolonged work-related pressure lowers psychological resilience and increases the likelihood of CWBs.

H7: Job stress has a positive and significant effect on counterproductive work behavior mediated by job dissatisfaction

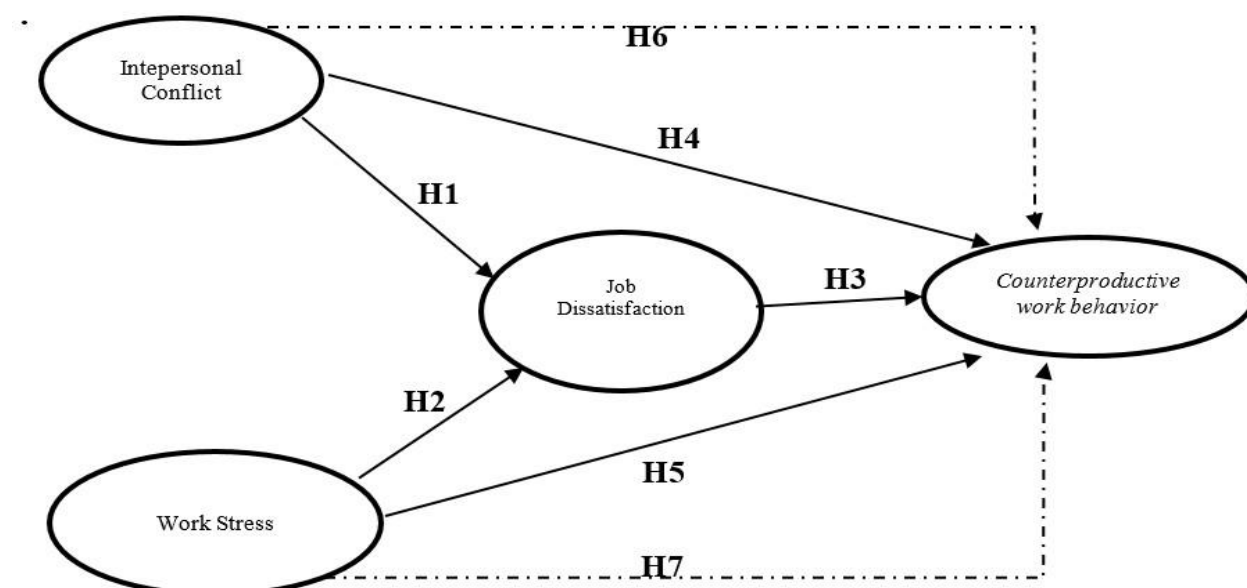


Figure 1. Research Framework

METHODE

This study employed a quantitative approach with an explanatory research design to examine the causal relationships among the independent variables (Interpersonal Conflict and Job Stress), the mediating variable (Job Dissatisfaction), and the dependent variable (Counterproductive Work Behavior/CWB). The population of the study consisted of 267 employees at Perumda Air Minum Kota Padang. A total sample of 160 respondents was selected using a cluster sampling technique, with proportional allocation across three work areas: Central, North, and South. Data were collected through the distribution of structured questionnaires to employees of the organization. All 160 questionnaires were returned and deemed valid for analysis, resulting in a 100% response rate.

The instrument used was a closed-ended questionnaire employing a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), developed based on established indicators from prior research. The questionnaire measured four main variables: Interpersonal Conflict (Wright et al., 2017), Job Stress (Qureshi et al., 2012), Job Dissatisfaction (Matta et al., 2017), and Counterproductive Work Behavior (Spector et al., 2005). The data sources consisted of primary data (questionnaire responses) and secondary data (employee performance reports obtained from the Human Resources department).

Data analysis was conducted using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method, with the assistance of SmartPLS version 4.0. The analysis procedure involved two main stages: evaluation of the outer model covering convergent validity, discriminant validity, and construct reliability and assessment of the inner model through the R-square (R^2) values and path coefficients. Hypothesis testing was conducted using the bootstrapping method, applying a two-tailed significance threshold of $p < 0.05$ and a t-statistic > 1.96 . To assess the mediating effect of job dissatisfaction, the Variance Accounted For (VAF) was calculated. A VAF value of ≥ 0.80 indicates full mediation, 0.20–0.80 indicates partial mediation, and ≤ 0.20 indicates no mediation (Hair et al., 2021).

RESULT

Respondent Characteristics

The respondents in this study were employees of *Perumda Air Minum Kota Padang*, selected using a cluster sampling technique across three operational areas: Central, North, and South. To provide a comprehensive overview of the respondent profile, the researchers classified the respondents based on several demographic and occupational variables. These characteristics include gender, age, level of education, length of service, marital status, employment status, job position, estimated monthly household expenditure, and work area. A detailed summary of the respondents' characteristics is presented in Table 1 below.

Table 1. Characteristics of Respondents

| Variable | Category | Number of Respondents | Percentage |
|-----------------|---------------------------------|-----------------------|------------|
| Gender | Male | 125 | 78.10% |
| | Female | 35 | 21.90% |
| Age | < 25 years | 8 | 5.00% |
| | 25–35 years | 44 | 27.50% |
| | 36–45 years | 52 | 32.50% |
| | 46–50 years | 28 | 17.50% |
| | 51–58 years | 28 | 17.50% |
| Last Education | High school / vocational school | 72 | 45.00% |
| | Diploma (D3) | 5 | 3.10% |
| | Diploma (D4) | 2 | 1.30% |
| | Bachelor's degree (S1) | 77 | 48.10% |
| | Master's degree (S2) | 4 | 2.50% |
| Working Period | < 5 years | 15 | 9.38% |
| | 5–10 years | 70 | 43.75% |
| | 11–15 years | 13 | 8.13% |
| | 16–20 years | 38 | 23.75% |
| | > 20 years | 24 | 14.99% |
| Marital Status | Unmarried | 26 | 16.25% |
| | Married (No children) | 12 | 7.50% |
| | Married (1 child) | 21 | 13.13% |
| | Married (2 children) | 92 | 57.49% |
| | Married (> 2 children) | 9 | 5.63% |
| Employee Status | Civil servant | 37 | 23.13% |
| | Non-civil servant | 123 | 76.87% |
| Position | Director | 3 | 1.88% |
| | Manager | 16 | 9.99% |
| | Assistant Manager | 25 | 15.63% |
| | Supervisor | 22 | 13.75% |
| | Executive | 94 | 58.75% |
| | Estimated Expenditure | < Rp3,000,000 | 5 |
| | Rp3,000,000–5,000,000 | 10 | 6.25% |
| | Rp5,000,000–7,000,000 | 55 | 34.38% |
| | Rp7,000,000–9,000,000 | 50 | 31.25% |
| | Rp9,000,000–11,000,000 | 29 | 18.13% |

| | | | |
|-----------|----------------|----|--------|
| | > Rp11,000,000 | 11 | 6.86% |
| Work Area | Central | 43 | 26.90% |
| | North | 50 | 31.30% |
| | South | 67 | 41.80% |

Based on the primary data presented in Table 1, which includes responses from 160 employees of Perumda Air Minum Kota Padang, a demographic and professional profile of the workforce is obtained, reflecting its diversity. The majority of respondents are male (78.10%), indicating a gender imbalance likely influenced by the physical demands of fieldwork. In terms of age, most respondents fall within the 36–45 age range (32.50%), followed by those aged 25–35 (27.50%), suggesting that the workforce is predominantly within the productive age group, capable of contributing optimally to the organization.

Regarding educational background, Bachelor's degree holders make up the largest proportion (48.10%), closely followed by high school graduates (45.00%). This reflects a relatively balanced composition of operational and professional human resources. The majority of respondents have worked at the organization for 5–10 years (43.75%), indicating a stable and experienced workforce, though potentially at risk of job burnout, which should be addressed through effective organizational management.

Most employees are married with two children (57.49%), highlighting family responsibilities that may influence economic needs and stress levels. In terms of employment status, a significant proportion (76.87%) are non-civil servants, illustrating a flexible staffing structure that necessitates careful attention to welfare and career security.

Executives represent the most common job position (58.75%), indicating a high level of involvement in daily operational tasks. Economically, the majority of respondents report monthly consumption expenditures between Rp5,000,000 and Rp7,000,000 (34.38%), suggesting a relatively high level of welfare. Geographically, most respondents are based in the Southern operational area (41.80%), followed by those in the Northern and Central areas, indicating a fairly even distribution, albeit with the highest representation from the Southern region.

Overall, these characteristics offer a comprehensive understanding of the social and psychological context of the respondents, which is essential for analyzing their perceptions, motivations, and behaviors in the scope of this study.

Data analysis

Outer model testing

Before testing the relationship between variables in the structural model, convergent validity is first tested to ensure that the indicators used are able to reflect the measured constructs. Convergent validity can be seen through the outer loading and Average Variance Extracted (AVE) values. Outer loading shows the contribution of each indicator to the latent construct, while AVE measures how much construct variance can be explained by its indicators. The recommended outer loading value is ≥ 0.70 , while the AVE value that meets the criteria is ≥ 0.50 (Hair et al., 2019). The results of testing outer loading and AVE for each construct are presented in table 2.

Tabel 2. Outer Loading dan AVE test

| Items | <i>Counterproductive Work Behavior (Y)</i> | <i>Interpersonal conflict (X1)</i> | <i>Job stress (X2)</i> | <i>Job Dissatisfaction (M)</i> | AVE |
|-------|--|------------------------------------|------------------------|--------------------------------|-----|
|-------|--|------------------------------------|------------------------|--------------------------------|-----|

| | | |
|--------|-------|-------|
| CWB 1 | 0.898 | |
| CWB 2 | 0.871 | |
| CWB 3 | 0.881 | |
| CWB 4 | 0.894 | |
| CWB 5 | 0.889 | |
| CWB 6 | 0.885 | 0,733 |
| CWB 7 | 0.868 | |
| CWB 8 | 0.873 | |
| CWB 9 | 0.828 | |
| CWB 10 | 0.787 | |
| CWB 11 | 0.808 | |
| CWB 12 | 0.780 | |
| KI 1 | 0.834 | |
| KI 2 | 0.815 | |
| KI 3 | 0.876 | 0,733 |
| KI 4 | 0.881 | |
| KI 5 | 0.841 | |
| KI 6 | 0.806 | |
| KI 7 | 0.799 | |
| KI 8 | 0.842 | |
| SK 1 | 0.893 | |
| SK 2 | 0.905 | |
| SK 3 | 0.914 | 0,733 |
| SK 4 | 0.900 | |
| SK 5 | 0.775 | |
| SK 6 | 0.900 | |
| SK 7 | 0.869 | |
| SK 8 | 0.793 | |
| KTK 1 | 0.853 | |
| KTK 2 | 0.809 | |
| KTK 3 | 0.880 | |
| KTK 4 | 0.898 | 0,733 |
| KTK 5 | 0.829 | |
| KTK 6 | 0.880 | |
| KTK 7 | 0.883 | |
| KTK 8 | 0.894 | |

Assessment of the measurement model is carried out to evaluate the validity of each construct through the outer loading value and Average Variance Extracted (AVE). The Counterproductive Work Behavior (CWB) construct consists of 12 statement items (CWB1-CWB12) which all show high loading values, ranging from 0.780 to 0.898. These values exceed the minimum recommended threshold of 0.70, thus indicating good convergent validity. The AVE value for this construct is 0.733, which has also exceeded the minimum threshold of 0.50, thus indicating that the construct is able to explain a sufficient proportion of the variance of its indicators.

The Interpersonal Conflict (IP) construct measured through eight indicators (KI1-KI8) also shows a high outer loading value, which is between 0.799 and 0.881. These results support the convergent validity of the construct, which is reinforced by an AVE value of 0.733. Similarly, the Job Stress (SK) construct consisting of eight items (SK1-SK8) showed loading values between 0.775 and 0.914. All of these values have exceeded the eligibility limit, and the AVE value of 0.733 indicates adequate convergent validity. Finally, the Job Dissatisfaction (KTK) construct measured through eight indicators (KTK1-KTK8) showed strong loading values ranging from 0.809 to 0.898. The AVE value of 0.733 confirms that the latent variable is able to explain sufficient variance from its measuring indicators. Overall, the measurement model shows good convergent validity for all constructs, as evidenced by the consistency of high outer loading values and AVE values that exceed 0.50. These findings confirm that the indicators used are able to reflect the latent constructs measured in the Structural Equation Modeling (SEM) analysis.

Fornell Larckerr Criterion

Heterotrait monotrait ratio *HTMT* which is used as the basis for assessing the multitrait- multimethod matrix, also known as cross loading. Discriminatory validity between two reflective constructs is guaranteed if the HTMT value is less than 0.9. Henseler et al. (2014) this study tested discriminant validity using the following Heterotrait Monotrait Ratio (HTMT) method:

Table 3. Fornell Larckerr Criterion Test

| Constructs | <i>Counterproductive Work Behavior (Y)</i> | <i>Interpersonal conflict (X1)</i> | <i>Job stress (X2)</i> | <i>Job Dissatisfaction (M)</i> |
|--|---|---|-------------------------------|---------------------------------------|
| <i>Counterproductive Work Behavior (Y)</i> | 0,856 | | | |
| <i>Interpersonal conflict (X1)</i> | 0,489 | 0,837 | | |
| <i>Job stress (X2)</i> | 0,674 | 0,378 | 0,870 | |
| <i>Job dissatisfaction (M)</i> | 0,600 | 0,309 | 0,676 | 0,866 |

Discriminant validity is tested using the Fornell-Larcker Criterion approach, which requires that the square root value of the Average Variance Extracted (AVE) of a construct must be greater than the correlation between other constructs in the model. The results shown in Table 3 indicate that all constructs meet these criteria.

The Counterproductive Work Behavior construct has an AVE square root value of 0.856, higher than its correlation with Interpersonal Conflict (0.489), Job Stress (0.674), and Job Dissatisfaction (0.600). The same is seen in the Interpersonal Conflict construct with a value of 0.837, higher than its correlation with other constructs. The Work Stress construct has a value of 0.870 and Job Dissatisfaction of 0.866; both also show the same pattern, where the diagonal value is higher than the correlation between other constructs.

This finding indicates that each construct in the model is unique and does not overlap conceptually. Thus, discriminant validity has been achieved, which strengthens the reliability of

the measurement model in explaining the relationship between variables in the Structural Equation Modeling (SEM) analysis.

Composite Reliability and Inner model

Construct reliability testing is carried out through two main indicators, namely Cronbach's Alpha and Composite Reliability. Both are used to assess the internal consistency of the measurement instrument. The Cronbach's Alpha value that exceeds 0.70 indicates good reliability, while the Composite Reliability value (both rho_A and rho_C) above 0.70 indicates that the indicators in each construct consistently measure the variable in question. Based on the results shown in Table 4.20, all constructs show excellent reliability. The Counterproductive Work Behavior construct has a Cronbach's Alpha value of 0.967, rho_A of 0.969, and rho_C of 0.970. The Interpersonal Conflict construct also showed high reliability with a Cronbach's Alpha value of 0.939, rho_A of 0.940, and rho_C of 0.949. Similarly, the Job Stress construct recorded a Cronbach's Alpha value of 0.954, rho_A of 0.958, and rho_C of 0.961.

Tabel 4. Output Composite Reliability dan Cronbach Alpha

| Constructs | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | R Square |
|-------------------------------------|------------------|-------------------------------|-------------------------------|----------|
| Counterproductive Work Behavior (Y) | 0,967 | 0,969 | 0,970 | 0,541 |
| Konflik Interpersonal (X1) | 0,939 | 0,940 | 0,949 | - |
| Stres Kerja (X2) | 0,954 | 0,958 | 0,961 | - |
| Ketidakpuasan Kerja (M) | 0,952 | 0,954 | 0,960 | 0,454 |

The Job Dissatisfaction construct has a similar value, namely Cronbach's Alpha of 0.952, rho_A of 0.954, and rho_C of 0.960. In addition, the R Square value indicates the level of contribution of the independent variable to the dependent variable. The R Square value for the Counterproductive Work Behavior construct of 0.541 indicates that about 54.1% of the variance in CWB can be explained by other constructs in the model. Meanwhile, the R Square value for the Job Dissatisfaction construct of 0.454 indicates that 45.4% of the variance in job dissatisfaction is explained by the trigger construct in the model.

Hypothesis Test

After the measurement model meets the validity and reliability requirements, the analysis continues at the hypothesis testing stage. This test aims to identify the direct and indirect effects between variables in the model, using the Partial Least Squares (PLS) based Structural Equation Modeling method as shown in table 5.

Tabel 5 Path Coefficient

| Constructs | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics | P Values | Decision |
|----------------|---------------------|-----------------|----------------------------|--------------|----------|-----------|
| (H1) KI -> CWB | 0.259 | 0.262 | 0.107 | 2.414 | 0.016 | Supported |

| | | | | | | |
|----------------|-------|-------|-------|-------|-------|-----------|
| (H2) SK -> CWB | 0.414 | 0.412 | 0.121 | 3.424 | 0.001 | Supported |
| (H3) KI -> KTK | 0.063 | 0.064 | 0.094 | 0.666 | 0.505 | Rejected |
| (H4) SK -> KTK | 0.653 | 0.654 | 0.080 | 8.115 | 0.000 | Supported |
| (H5) KTK-> CWB | 0.240 | 0.242 | 0.108 | 2.232 | 0.026 | Supported |

Based on Table 5, hypothesis testing using the structural equation modeling method with partial least squares (PLS) reveals several important relationships among the variables. The results indicate that interpersonal conflict has a positive and significant effect on counterproductive work behavior (H1: $t = 2.414 > 1.96$, $p = 0.016$, original sample = 0.259), while job stress also shows a positive and significant influence on counterproductive work behavior (H2: $t = 3.424 > 1.96$, $p = 0.001$, original sample = 0.414). In contrast, interpersonal conflict does not significantly affect job dissatisfaction (H3: $t = 0.666 < 1.96$, $p = 0.505$, original sample = 0.063), whereas job stress exerts a strong positive and significant influence on job dissatisfaction (H4: $t = 8.115 > 1.96$, $p = 0.000$, original sample = 0.653). Furthermore, job dissatisfaction has a positive and significant effect on counterproductive work behavior (H5: $t = 2.232 > 1.96$, $p = 0.026$, original sample = 0.240). Overall, these findings suggest that job stress plays a critical role in driving counterproductive work behavior both directly and indirectly through job dissatisfaction, while interpersonal conflict influences counterproductive behavior only directly and does not significantly impact job dissatisfaction. Path analysis further confirms the mediation patterns, with indirect effects considered significant when $t > 1.96$ and $p < 0.05$, and the total mediation effect evaluated using the Variance Accounted For (VAF) approach (Hair et al., 2022) to determine the proportion of the indirect relationship explained by the mediator.

The total effect of job dissatisfaction in mediating the relationship between interpersonal conflict and *counterproductive work behavior*, as follows.

$$\begin{aligned} \text{VAF} &= \frac{\text{Indirect effect}}{\text{direct effect} + \text{Indirect effect}} \\ \text{VAF} &= \frac{0,015}{0,653 + 0,015} \\ \text{VAF} &= 2,24\% \end{aligned}$$

The calculation results show a VAF value of 2.24% which is categorized as a mediator that plays almost no role. This means that the mediator variable plays almost no role in bridging the relationship between the independent and dependent variables. With an indirect effect that is very small compared to the direct effect, the mediator does not make a significant contribution to the relationship. If the hypothesis requires a mediating effect, then this result does not support the hypothesis because the relationship between the independent and dependent variables remains dominated by the direct effect.

The total effect of job dissatisfaction in mediating the relationship between job stress and *counterproductive work behavior*, as follows:

$$\text{VAF} = \frac{\text{Indirect effect}}{\text{direct effect} + \text{Indirect effect}}$$

$$\text{VAF} = \frac{0,157}{0,240+0,157}$$
$$\text{VAF} = 39,54\%$$

The calculation results show a VAF value of 39.54% which is categorized as partial mediation based on (Hair et al.,) 2022 . This means that the mediator contributes significantly to the relationship between the independent and dependent variables, but the influence remains. With an indirect effect of 0.157 and a direct effect of 0.240, the mediator plays an important role, although it does not fully explain the relationship. If the hypothesis requires full mediation, this result does not support it.

DISCUSSION

The results of this study show that interpersonal conflict and job stress have a positive and significant influence on counterproductive work behavior (CWB), while job dissatisfaction is shown to mediate the effect of job stress on CWB, but does not mediate the relationship between interpersonal conflict and CWB. Preliminary findings indicate that interpersonal conflict directly increases the tendency of CWB in the workplace, which is reinforced by the characteristics of respondents, the majority of whom are at a productive age with a fairly long tenure. This is in line with the findings of Kundi & Badar (2021) which show that interpersonal conflict can encourage the emergence of uncooperative attitudes because employees feel they lose control over work. Hendrayani & Dewi's (2020) research also supports that conflict can reduce job satisfaction and commitment, although in this study it was not proven to significantly affect job dissatisfaction. Instead, job dissatisfaction emerged more strongly as a result of high job stress.

Job stress was shown to be a significant factor driving CWBs, both directly and indirectly through job dissatisfaction. This result is supported by the research of Angulo et al. (2019) which states that high work pressure can reduce employee psychological well-being, thereby increasing the risk of deviant behavior. Research by Clercq et al. (2019) and Tulak et al. (2023) also confirmed that job stress creates a stressful work environment and increases the likelihood of dissatisfaction and CWB. In this context, job dissatisfaction was shown to act as a significant mediator in the relationship between stress and CWB. When high work pressure is not accompanied by organizational support or career development opportunities, this triggers dissatisfaction that leads to counterproductive actions, such as tardiness, neglect of tasks, and even sabotage (Purwaningrum & Nabila, 2023; Pitariu & Budean, 2020).

Meanwhile, the relationship between interpersonal conflict and job dissatisfaction was not found to be significant in this study. This suggests that although interpersonal conflict occurs, factors such as adequate income, long tenure, and respondents' education level contribute to reducing the negative impact of conflict on job satisfaction. This finding is consistent with the research of Zhang et al. (2024) which states that interpersonal conflict does not automatically cause job dissatisfaction, especially when individuals have good self-adjustment strategies and conflict is considered part of organizational dynamics.

On the other hand, job dissatisfaction itself was shown to be a significant predictor of CWB. Employees who are dissatisfied with their jobs, especially those who are in the mid-career phase and have family responsibilities, are more likely to exhibit deviant behavior. This is consistent with the findings of Yiwen & Hahn (2021), and Cancela et al. (2022), who linked low job satisfaction with an increase in uncooperative behavior and rule violations. Mkamwa (2020)

also emphasized that perceptions of unfairness and lack of participation in decision-making increase employees' tendency to behave contrary to organizational values.

However, an interesting finding is that job dissatisfaction does not mediate the relationship between interpersonal conflict and CWB. This suggests that interpersonal conflict may directly impact deviant behavior without going through job dissatisfaction as an intermediary. Most likely, employees perceive conflict as part of routine tasks, especially for those working in operational positions with high social interaction, so conflict does not necessarily decrease job satisfaction. Under these conditions, structural aspects such as job stability and sufficient income are protective against the negative impact of conflict, as reflected in the characteristics of the respondents in this study.

In contrast, the influence of job stress on CWB through job dissatisfaction suggests that stress is a major source of psychological imbalance that has multiple impacts-both directly and indirectly. When stress is unmanageable, employees experience emotional distress that reduces job satisfaction and ultimately encourages deviant behavior (Yean et al., 2016; Yean et al., 2022). Thus, it can be concluded that job dissatisfaction serves as an important pathway that explains how stress drives counterproductive behaviors. Therefore, organizations need to take stress management seriously, not only through workload management but also by creating a fair reward and career development system to maintain employee satisfaction and engagement levels.

Based on the research findings, it is recommended that organizations take strategic steps to minimize the emergence of counterproductive behaviors in the workplace. First, it is important for organizations to manage potential sources of work stress, such as work overload, role vagueness, and deadline pressure, through the provision of stress management programs, psychological counseling, and workload adjustment. Second, given that interpersonal conflict has been shown to influence deviant behavior, efforts are needed to develop a healthy and conflict-responsive work culture through training in assertive communication, emotional management, and the establishment of an internal mediation system. Third, organizations need to increase employee job satisfaction by strengthening structural aspects such as fair reward and promotion systems, providing recognition for contributions, and creating transparent career development paths. Furthermore, increasing employee involvement in decision-making and developing relevant career programs will strengthen the sense of belonging to the organization. In addition, the quality of supervisor-subordinate relationships should also be improved through participative and empathic leadership approaches, which can reduce sources of stress and dissatisfaction. Organizations are also advised to develop monitoring and evaluation systems that not only assess performance, but also detect symptoms of deviant behavior early. Finally, in the social context of employees who are mostly married and have family responsibilities, it is important for organizations to encourage work-life balance through flexible work policies, adaptive leave, or the implementation of hybrid work systems. This series of recommendations is expected to provide a comprehensive direction of improvement in an effort to suppress the emergence of counterproductive work behavior in the organizational environment.

CONCLUSIONS

Based on the research results, it can be concluded that interpersonal conflict and job stress have a positive and significant influence on counterproductive work behavior (CWB), both directly and indirectly through job dissatisfaction as a mediating variable. These findings indicate that increasing conflicts between individuals in the work environment and work

pressures that are not well handled will encourage job dissatisfaction, which in turn triggers deviant behavior that is detrimental to the organization. Therefore, operationally, organizations need to take concrete steps in managing interpersonal conflict and work stress through strengthening communication systems, emotional management training, and structured stress management programs. In addition, increasing employee job satisfaction needs to be pursued through.

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