

# 2. Antecedent Couterproductive BehaviorSmEs Cases

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**ANTECEDENT COUNTERPRODUCTIVE BEHAVIOR:  
SMEs CASES**

**Muafi\***

**Abstract:** The purpose of this paper is to test the antecedents of counterproductive behavior in SMEs owners in Cilacap, Central Java – Indonesia. This study used 125 owners of SMEs as respondents with purposive sampling technique. Partial Least Square (PLS) statistical technique was used for data analysis. The results show that: (1) organizational stressor has a positive and significant influence towards counterproductive behavior; and (2) spiritual motivation has a negative and significant influence towards counterproductive behavior. In business world, the abandonment of deviant behavior issue does not occur in major companies but also in smaller scale such as SMEs (Small and Medium Enterprises).

**Key words:** stressor, spiritual motivation and counterproductive behavior

**Introduction**

In business world, the abandonment of deviant behavior issue does not occur in major companies but also in smaller scale such as SMEs (Small and Medium Enterprises) (Meglich, et al., 2011). Deviant behavior issue, including counterproductive behavior in SMEs is mostly caused by individual factor from the owners of such SMEs.

Orser and Scott (2000) added that an inferior management expertise on SMEs owners may lower company's performance, which intensively may cause unethical behavior to emerge (DeClereq and Dakhli, 2009). This may cause a high level of stress and abusive behavior towards employees. Such finding is also supported by Penney and Spector (2005) that there is a strong relationship between stressor and counterproductive behavior for individuals with negative attitude.

This high level of stress could also occur when there is a work demand with limited resources (for instance: time and human resources), resulting into fatigue and frustration as well as aggressive behavior towards underlings or others (Harvey and Keashly, 2003). Besides that, a complex and problematic family of these owners, technology development (Meglich and Esley, 2011), bankruptcy or the inability to pay loan could also cause high level of stress (Yuhshy, 2006).

Therefore, it is imperative for SMEs owners to possess a high motivation to develop their business so their product is able to compete in the market. The finding by (Mehta, 2004) concluded that avoidant behavior and general motivation has a positive influence towards counterproductive behavior while achievement motivation negatively influences counterproductive behavior. If one has a high level of spiritual action, it could prevent or even reduce deviant negative behavior (Robert and Jarret, 2011). There is a major contribution on the

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**1** importance of one's spiritual and religious orientation on their work psyche (Mehta, 2004; McCormick, 1994; Mitroff and Denton, 1999; Islam et al., 2011). Counterproductive behavior needs to be studied by observing individual behavior (Tziner et al., 2010) one of such is spiritual motivation (Wibisono, 2002).

## Literature Review

### *Organizational Stressor and Counterproductive Behavior*

Jagaratnam and Buchanan (2004) defined stress as a pursuit that emerges from adaptive capacity between human's body and mind. Miner, et al. (1992) added that stress referred to an internal condition from an individual who perceives threats or challenges towards their mental and physical health conditions. There are three classification of stressor: (1) organizational stressor, which directly related to work environment and direct function on work; (2) live events that are not influenced by organizational aspects but more dominated by individual's life events; (3) individual stressor, related to each individual's characteristics in viewing their environment (Robbins, 2005). In this study, the focus will be on the organizational stressor on SMEs owners.

A research from Yuhui (2011) studied six dimensions from occupational stressors: work overload, co-workers, physical conditions, role conflict/ambiguity, career development barriers and work family conflict. In addition, results indicated that only three types of stressors and turnover intention were significantly related; and their relationship was mediated by job satisfaction. The result advised that stressor from work environment should pay more attention to management stress aspect. Nasurdin et al. (2005) found that there are three of five stress cause variables (conflict, blocked career, alienation) that has positive influence on work stress. Abbas et al. (2012) found that role ambiguity is the aspect from organizational role stressors that cause the highest stress and burnout on one. Research from Penney and Spector (2005) explained that the relationship between stressor and counterproductive behavior is very strong for an individual with negative attitude. Chen and Spector (1992; Fox et al., 2001) added that work stressor is related to performance from counterproductive behavior which is role ambiguity, role conflict, workload, organizational limitations and interpersonal conflicts. All counterproductive behavior components are harmful for organization. In an environment full of pressure, withdrawal behavior is a counterproductive behavior that is deemed important for coping strategic in order to reduce stress (Leong Teh Jh and Shing Ng, 2011).

### *Spiritual Motivation and Counterproductive Behavior*

Najati (1982) stated that modern psychology experts has been focusing on human spiritual dimension and core needs on high level. Such needs hold the highest most important position that put human being above other god's creation. For example, in democratic European countries, secure and prosper, as well as United States

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of America that reigns over the world economy, are those with spiritual shock. This is caused by the fact that they are more focus on outer dimension of human behavior and abandon spirituality dimension (Najati, 1982). Transpersonal psychology that has been pioneered by humanistic psychology figure such as Abraham Maslow, Charles Taar and Antony Sutich had tried to study human spiritual side. According to Lajoei and Saphiro (1992), '*Transpersonal psychology is concerned with the study of humanity's highest potential, and with the recognition understanding, and realization of unitive, spiritual and transcendent states of consciousness*'. It is explained that there are two important matters: the highest potentials and state of consciousness.

Frankl's theory holds that there are three capabilities that express mankind's noological (human dimension) possibilities: self-detachment; self-transcendence (as the essence of human existence); and the ability to "spiritually be in touch" (German: *geistiges Bei-sein*) with something or someone, independent of spatial and time dimensions (Marseille, 1997). There are several observations that may be useful in a comparison of Frankl's and Maslow's. Maslow emphasized self-actualization in his humanistic era theory. According to his organismic view, meta-needs (needs for transcendent values) are biologically rooted. Therefore, there is a predisposition to self-actualization, in which life starts with the healthy inner self. Frankl emphasized self-transcendence and stresses the inner freedom of the self. The fruitful development of the human being doesn't automatically unfold, even when a person has the right environment. In the response to life's questions we become cocreators. Both Maslow and Frankl see that self-actualization can be an expression of a reality transcending the self as well as the world (Marseille, 1997).

Nowadays, spirituality aspect in business world has become more popular in the last two decades (Roberts and Jarret, 2011). The indication is the increasing of spiritualism, especially in Americans. The majority of Americans start to believe that God is a positive and active spiritual force (Kahmat, 1999; Mitroff and Denton, 1999). In fact, people, generally are being pushed by universal needs, stacked from the base all the way to the highest and they tending to abandon their spiritual motivation. Whereas, a high spiritual action will able to prevent or even reduce negative deviant behavior (Roberts and Jarret, 2011). There is a major contribution on the importance of spiritual and religious orientation to one's psyche in working, so it significantly influences performance improvement (Yuhshy, 2006; McCormick, 1994; Mitroff and Denton, 1999).

Mehta (2004) in his research found that motivation in achievement will have a direct negative influence towards counterproductive behavior, while avoidant motivation and general motivation has a positive influence towards counterproductive behavior. This result concludes that motivation with general approach has a less consistent result towards counterproductive behavior. This means that spiritual motivation can be considered as a variable to reduce one's counterproductive behavior. Tziner et al. (2010) also stated that counterproductive

1 behavior needs to be studied by viewing the roles from relevant individual differences, one of them being spiritual motivation. Anshari (1993; Wibisono, 2002; Muafi, 2003) explained that one's spiritual motivation is divided into three: *akidah*, *ibadah*, and *muamalat*. *Akidah* motivation is a way of life, a pledge from the soul. Beit Hallahmy and Argyle (1997) refers to *akidah* motivation as an intrinsic attitude. *Akidah* dimension refers to how big one's belief is on fundamental and dogmatic precepts. *Ibadah* motivation is the kind of motivation that has not been done by those who doesn't believe in religions, for example: praying. If related to working activity, *ibadah* is in process stage, while the output is *muamalat*. *Muamalat* is one that manages human needs, such as: primary need, secondary need and obligations to improve performance and tertiary need that is forbidden by the religions (Wibisono, 2002; Muafi, 2003). Therefore, the role of spiritual motivation is important in order to prevent or minimize counterproductive behavior in workplace. Summarizing these studies, the following hypotheses are appeared on Table 1.

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**Table 1. Research hypotheses**

Title	Statement
Hypothesis 1	Organizational stressor (Str) has a positive and significant influence towards counterproductive behavior in workplace
Hypothesis 2	Spiritual motivation (Sm) has a negative influence towards counterproductive behavior in workplace

### Research Methodology

There are three variables which are used in this research; organizational stressor (Str), spiritual motivation (Sm), and counterproductive behavior (Cb). The population is the owners of SMEs in Cilacap, Central Java, Indonesia. Purposive sampling technique is used and questionnaires are given directly when author is giving training and enhancement workshop management and information technology at SMEs in Cilacap – Central Java Indonesia, in cooperation effort with government institution. Questionnaires are given to 175 respondents and those are giving complete answers are 125 with response rate of 71.4%. Type of data used is primary and secondary data through questionnaires and publication from related institutions. The questionnaires given to the respondents are closed questionnaires and are asking the perception of SMEs owners in Cilacap, Central Java, Indonesia. Scaling technique for organizational stressor, spiritual motivation, and counterproductive behavior is Likert Scale with 7 options: 1 for Very Highly Disagree to 7 for Very Highly Agree.

Data analysis technique is PLS (Partial Least Square) because PLS has powerful function to analyze latent variables and structural equation model with various indicator. PLS also does not require a normal data distribution. In this research, validity and reliability test is done by PLS.

Convergent validity test is conducted by seeing loading factor with cut off point

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bigger than 0.5 (Hair et al., 1995). Reliability test is using cronbach alpha with cut off point being bigger than 0.6. The result shows that all variables are having cronbach alpha more than 0.6.

### Result

Characteristic description for the respondents in this study can be seen from their gender, age, level of education, business type, business age, and number of employees. It can be described that the respondents in this research is mostly male (84 respondents – 67.2%), with age 34 years old and above (54 respondents – 43.2%), senior high school graduate (43 respondents – 33.6%), type of business mostly food and beverage (57 SMEs – 45.6%), business less than 5 years old (52 SMEs – 41.6%), number of employees less than 50 people (125 SMEs – 100%).

### Hypothesis Testing

The result for hypothesis testing relationship between variables can be viewed on Table 2.

Table 2. Path Coefficients

Path coefficient	Estimated (Standardize)	Estimated (Unstandardize)	CR	Sign	Result
H <sub>1</sub> : Str → Cb	1.81	1.59	3.48	0.001	1 is accepted
H <sub>2</sub> : Sm → Cb	-1.33	-1.17	-2.55	0.012	H2 is accepted

Note: \* significant at alpha 5%

### Conclusions

The conclusions of this research are: (1) organizational stressor (Str) has a positive and significant influence towards counterproductive behavior (Cb) (H1 accepted); and (2) spiritual motivation (Sm) has a negative and significant influence towards counterproductive behavior (Cb) (H2 accepted).

### Limitation

The limitations in this research are: (a) author was there when the respondents were filling out the questionnaires, so there were worries that respondents might be scared or skeptical, although there were questionnaires that had been taken home; (b) SMEs in Cilacap were represented by the owners and became a part of government partnership programs in Central Java and were measured with a purposive sampling technique so the result cannot generalize the population; (c) this research used respondents' perception approach.

### Implication

The findings in this research have provided several implications for future researches:

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**Managerial Implication**

As an empirical study, this research has resulted beneficial findings for SME owners and employees. Companies need to review the stressors from organizational and individual aspects. This is important considering both aspects have given a significant influence on one's behavior. It is also necessary to consider spiritual motivation to be used to predict one's behavior. It is important for companies to spread knowledge and understanding on *akidah, ibadah and muamalat* for each individual to achieve positive deviant behavior and intention for future business development. Such strategies can be achieved by: conducting collective praying ritual, inviting religious figure for intensive religious study, fasting, including for food, beverage, sex and psychological desire such as cussing, bad prejudice, always angry, and not only about self-control. Intentions for future business development are directed not merely for self profit but also for the society. In running their business, SME owners should fulfill their employees' basic needs related to *having, loving, being, and health*. Moreover, if the employees' subjective prosperity has also been fulfilled, it means that their life quality will also improve such as life satisfaction, active emotion, and passive emotion.

**Theoretical Implication and Future Researches**

Future researches need to consider other aspects that may influence counterproductive behavior especially for SMEs or bigger companies such as intelligence and emotional intelligence. The consequences of intent need to be directed to understand the impact of intentions toward future behavior.

Other antecedents from counterproductive behavior that can be considered are interpersonal. Besides that, future researchers also need to study on constructive deviant behavior that influences intention and positive behavior that can be reciprocated in the future.

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### ANTECEDENTNE ZACHOWANIE KONTRPRODUKTYWNE: STUDIUM PRZYPADKÓW SEKTORA MŚP

**Streszczenie:** Celem niniejszego artykułu jest przetestowanie antecedensów zachowania kontrproduktywnego właścicieli MŚP w Cilacap, w Indonezji - Jawa Środkowa. W badaniu tym udział wzięło 125 respondentów - właścicieli MŚP i wykorzystano w nim technikę celowego doboru próbek. Do analizy danych zastosowano statystyczną technikę częściowych najmniejszych kwadratów (PLS). Wyniki pokazują, że: (1) stresor organizacyjny ma pozytywny i znaczący wpływ w kierunku zachowania kontrproduktywnego; oraz (2) duchowa motywacja ma negatywny i istotny wpływ w kierunku zachowania kontrproduktywnego. W świecie biznesu, odejście od kwestii nietypowych zachowań nie występuje w dużych firmach, jak również na mniejszą skalę w małych i średnich przedsiębiorstwach (MŚP).

**Słowa kluczowe:** stresor, duchowa motywacja, zachowanie kontrproduktywne

### 前因適得其反的行為：中小企業案例

**摘要：**本文的目的是測試的反作用行為前因中小企業業主芝拉扎，中爪哇印度尼西亞。本研究採用的中小企業125業主受訪者立意抽樣技術。偏最小二乘法(PLS)的統計技術被用於數據分析。研究結果表明：(1)組織應激具有朝向相反的行為，積極和顯著的影響；(2)精神動力具有朝向相反的行為負和顯著影響。在商業世界裡，放棄越軌行為問題不會發生在大公司，而且在規模較小的如中小企業(中小企業。

**關鍵詞：**應激，精神動力和適得其反的行為

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