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## Counterproductive Work Behavior: The Role of Work Life Balance And Job Stress

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**Abstract:** The present investigation seeks to determine the impact of Work Life Balance and Job Stress on Counterproductive Work Behavior in an outsourcing company, focusing on security personnel as the research object. The research methodology employed a quantitative approach utilizing a saturated sampling procedure, encompassing 96 security personnel as study participants. Statistical analysis was conducted via Partial Least Squares (PLS) structural equation modeling. The empirical findings demonstrate that Work Life Balance has a negative and significant effect on Counterproductive Work Behavior, while Job Stress has a positive and significant effect on Counterproductive Work Behavior. This means that a balanced personal and professional life can reduce the emergence of deviant behaviors, whereas unmanaged stress increases the risk of counterproductive actions. These findings provide a foundation for management to design more effective work systems and psychological support strategies to minimize deviant behavior in the workplace.

**Keyword:** Counterproductive Work Behavior, Job stress, Work Life Balance.

### INTRODUCTION

In the professional work environment, the phenomenon of counterproductive work behavior represents a significant challenge to organizational sustainability. Counterproductive work behavior constitutes deviant workplace conduct that contradicts organizational rules and values, thereby generating negative impacts and various detriments to the company (Sawitri, 2018). This phenomenon has been observed in an outsourcing company in Surabaya that operates in the provision of labor for various sectors, with a primary focus on security personnel deployment. Forms of deviant behavior exhibited by certain security personnel include tardiness, unauthorized absences, interpersonal conflicts among colleagues, procedural non-compliance, and unprofessional conduct while on duty such as mobile phone usage or sleeping during work hours. According to warning letter data issued by the company, 27 violation cases were recorded in 2023, increasing to 35 cases in 2024. This increase demonstrates an upward trend in deviant behavior or Counterproductive Work Behavior, which can adversely affect overall organizational performance (Sawitri, 2018).

Furthermore, attendance data indicates that the absenteeism rate among security personnel is classified as high, specifically 11.06% in 2023, rising to 14.69% in 2024. This

aligns with research by Mahrizal (2019) stating that a period can be categorized as having high absenteeism when it exceeds the maximum threshold of 3%. The phenomenon of absences due to family permissions has also experienced year-on-year increases. This condition reflects difficulties in managing the balance between work responsibilities and personal needs (Isnatun & Riyanto, 2020). This imbalance is exacerbated by extended working hours, specifically 12 hours per day, as well as high shift rotation frequency. From interviews with a security personnel, it was conveyed that their rest periods are frequently disrupted due to the necessity of substituting for absent colleagues, thus disturbing their work-life balance. This indicates that the proportion of security personnel's involvement in work significantly exceeds their personal life engagement. This condition contributes to diminished levels of Work Life Balance, which ultimately can reduce focus, increase fatigue, and diminish employee work capacity (Ngwenya & Utete, 2023). Imbalanced Work Life Balance resulting from extended working hours and frequent shift changes may propel employees toward Counterproductive Work Behavior.

Research conducted by Spector et al. (2006) asserts that counterproductive actions may emerge as responses to stress. Pressure experienced when there exists incongruity between workload and individual capacity can trigger occupational stress (Jefri Mangara & Soni Kurniawan, 2025). One manifestation of job stress experienced by security personnel is the extended-duration work system. They operate within a dual-shift system, comprising morning shift (07.00–19.00) and night shift (19.00–07.00). These working hours contravene the provisions in Law Number 11 of 2020 concerning Job Creation, which stipulates that maximum working hours are 40 hours per week or 8 hours per day. This work system not only restricts rest periods and social interaction but also disrupts sleep patterns, impacting physical and mental health (Nurhidayati & Saepudin, 2023). The implementation of extended working hours can function as a precipitating factor for occupational stress among security personnel (Gisela & Putri Gisela, 2024).

Additionally, substantial workload requires security personnel to maintain vigilance and responsiveness in executing duties, irrespective of their physical or mental condition. Significant responsibilities, such as maintaining workplace security, monitoring ingress and egress of individuals and goods, and addressing potential emergency situations, necessitate high concentration, emotional resilience, and complete readiness during duty periods. This substantial workload can function as a precipitating factor for the emergence of occupational stress among employees (Riznanda & Kusumadewi, 2022). If high job demands are not balanced with adequate rest periods, equitable work systems, and organizational support, the risk of occupational stress increases significantly (Wijayanti & Fauzi, 2020). In the long term, this condition not only impacts workforce health but can also diminish performance and elevate the risk of counterproductive behavior manifestation in the employee work environment (Destriana & Dewi, 2021).

This study aims to address deficiencies in the literature concerning the relationship between Work Life Balance, occupational stress, and counterproductive work behavior, particularly within the security personnel sector. Although numerous studies have been conducted in formal sectors such as manufacturing and banking industries, investigations regarding these variables have not been previously undertaken in the security services sector, particularly involving security personnel. Furthermore, the relationship between Work Life Balance and occupational stress within a single investigation of Counterproductive Work Behavior has not been extensively discussed.

This research examines how Work Life Balance occurring among security personnel can influence the level of deviation demonstrated through Counterproductive Work Behavior. Additionally, this research also observes how occupational stress experienced by security personnel contributes to the emergence of counterproductive work behavior or Counterproductive Work Behavior.

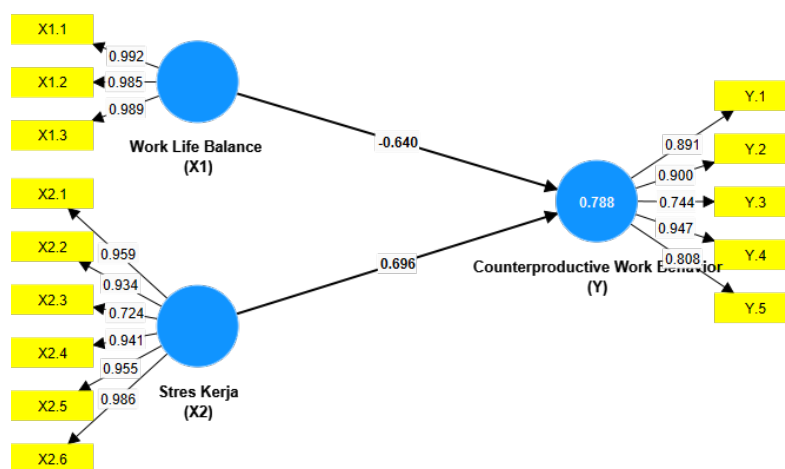
## METHOD

This research was conducted at an outsourcing company with the entire security personnel contingent comprising 96 individuals serving as the research population, employing a saturated sampling technique. Data required to support this research was collected through multiple methodologies, specifically questionnaire distribution and interviews with Human Resources Department representatives and security personnel as supporting data. Questionnaire data was gathered via Google Form and measured utilizing the Likert scale. This research constitutes quantitative research employing Partial Least Square (PLS) as the analytical instrument to examine validity, reliability, and hypotheses. In this investigation, primary data were collected directly from participants through the systematic distribution of questionnaires, pre-survey of work shifts, and interviews with employees of the aforementioned outsourcing. Meanwhile, secondary data was compiled from journal references, theses, and internal company data sourced from the HR Department.

## RESULTS AND DISCUSSION

The following chapter details the analyzed results based on the gathered research data, along with an in-depth discussion. The presented results include hypothesis testing that was previously formulated, with the aim of explaining the relationship between Work Life Balance, Job stress, and Counterproductive Work Behavior variables.

The outer model was used to evaluate the relationship between indicators and constructs, as well as to validate the indicators used. Testing of discriminant validity, convergent validity, and reliability was conducted through Outer Loadings values, Average Variance Extracted (AVE), and Composite Reliability.



Source: PLS Data, 2025

**Figure 1. Outer Model**

Based on the PLS output image above, it can be observed that the factor loading values for each indicator are located above the arrows between variables and their indicators. The path coefficients displayed above the directional arrows connecting exogenous variables to endogenous variables demonstrate statistical significance. Additionally, the R-Square value appears precisely within the circle of the endogenous variable (Counterproductive Work Behavior).

**Table 1. R-Square**

	R-square	R-square adjusted
<b>Counterproductive Work Behavior (Y)</b>	0,788	0,784

Source: PLS Data, 2025

The coefficient of determination (R-Square) for the Counterproductive Work Behavior (Y) construct attains a value of 0.788. This represents that the model can explain the phenomenon of Counterproductive Work Behavior (Y) influenced by independent variables including Work Life Balance (X1) and Job stress (X2), with a variance of 78.8%. Meanwhile, the remaining 21.2% is influenced by other factors outside this research model (other than Work Life Balance and Job stress).

**Table 2. Path Coefficients (Mean, STDEV, T-Values)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Work Life Balance (X1) -> Counterproductive Work Behavior (Y)	-0,640	-0,642	0,057	11,141	0,000
Stres Kerja (X2) -> Counterproductive Work Behavior (Y)	0,696	0,700	0,054	12,979	0,000

Source: PLS Data, 2025

The table represents hypothesis testing conducted using the bootstrapping method. The existing results indicate that all hypotheses proposed in this research are accepted.

**Effect of Work Life Balance Variable on Counterproductive Work Behavior**

The hypothesis testing results yielded a path coefficient of -0.640 and a T Statistics value of 11.141. This indicates that Work Life Balance has a significant negative effect on Counterproductive Work Behavior, thus confirming the hypothesis. The lower the balance between work and personal life, the higher the tendency for employees to demonstrate deviant behaviors such as non-compliance, absenteeism, or workplace conflicts. These findings align with research by Wulandari & Tiarapuspa (2023), Tan (2019), dan Rahmaningrum & Wulandari (2024), which showed similar results.

**Effect of Job Stress Variable on terhadap Counterproductive Work Behavior**

The hypothesis testing results yielded a path coefficient of 0.696 and a T Statistics value of 12.979. This indicates that Job stress has a significant positive effect on Counterproductive Work Behavior, thus confirming the hypothesis. The higher the perceived stress level, the greater the likelihood of deviant behaviors emerging in the workplace. These findings are supported by previous research from Destriana & Dewi (2021), Riyan et al. (2023), dan Suroso et al. (2020). The most dominant stress factor identified was lack of work authority, specifically when security personnel are required to perform tasks outside their competencies without clear guidance or training. Additionally, the rotating shift system with extended working hours, particularly during night shifts, also contributes significantly to stress levels.

**CONCLUSION**

Findings from the analysis reveal that both Work Life Balance and Job Stress significantly influence Counterproductive Work Behavior among security personnel in Outsourcing Companies. The imbalance between work and personal life potentially triggers fatigue and stress that drives deviant behavior in the workplace, while job stress stemming from excessive workload, extended working hours, and role ambiguity also increases the risk of Counterproductive Work Behavior emergence. Therefore, companies are advised to review their working hour systems, provide time management training, and create a supportive work environment with balanced workloads. Companies also need to provide psychological support services such as counseling to help security personnel manage stress.

For future research, it is recommended to incorporate additional variables such as work-family conflict, organizational culture, and organizational justice, as well as to apply similar studies across other industrial sectors to broaden the understanding of counterproductive work behavior.

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