

## Why Do Public Service Employees Work Unproductively?

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### Abstract

*The public has high expectations of the public service employees' work performance. This study examines the relationship between Customer Oriented-Organizational Citizenship Behaviors (CO-OCB) and Counterproductive Work Behavior (CWB) in public service employees. The relationship between OCB and CWB is critical to assessing the performance of public services from government agencies. This cross-sectional study used convenience sampling to gather 307 Indonesian public services employees. Data on CO-OCB and CWB were analyzed using descriptive statistics and Spearman Rank's Correlation Coefficient. The result shows a significant negative relationship between CO-OCB and CWB. This indicates that the better the employees' commitment to service, the lower the CWB. A more specific analysis of each dimension found that sportsmanship and individual initiative were associated significantly with CWB-P. Additionally, tenure is positively correlated with CO-OCB but not with CWB. These findings imply that examining each dimension of CO-OCB is necessary to reduce CWB.*

**Keywords:** *customer oriented-organizational citizenship behavior; counterproductive work, government; public service employees.*

### Introduction

According to the mandate outlined in Law of 2009 on Public Service, Indonesia must serve each Indonesian citizen and ensure all their fundamental rights and needs are fulfilled. Therefore, the government, as the implementer of the law, continuously strives to carry out the mandate. To ensure excellent services for the public, the Indonesian government has created the Guideline for Preparing Public Satisfaction Survey for Public Service Provider Units (Republik Indonesia, 2009). Some of the aspects measured in this guideline are the competence and behavior of the implementers. Unfortunately, each agency's survey is conducted independently using their developed instruments. Moreover, the report is not well integrated. Most of the ministry agencies that provide openly accessible reports claim that the public considers the service provided by their work units to be good.

The Indonesian Ombudsman constantly monitors the performance of public service agencies. Ombudsman is a state institution that has the authority to supervise the implementation of public services, both organized by state and government administrators

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(i.e., state-owned enterprises, regional-owned enterprises, and state-owned legal entities) as well as private entities or individuals who are assigned the task of providing certain public services. Ombudsman's 2019 report stated that the ministry ranks second among the reported institutions after local governments, with 967 complaints of not providing proper services (Ombudsman, 2019). On the other hand, Ministry X and other ministries from the Indonesian Ombudsman received a High Compliance Award. This illustrates the communities' positive perception of Ministry X's performance, including its services.

In this research, commitment to excellent service behavior explained by Customer Oriented-Organization Citizenship Behavior (CO-OCB) with the basic concept of Organization Citizenship Behavior (OCB) described by (Organ, 1988), which is a form of pro-social behavior and commitment behavior in which individuals perform an activity beyond their demands (extra-role behavior). OCB is essential because it enhances organizations' effectiveness and performance. OCB is a form of discretionary related to Organizational Commitment. Organizational Citizenship Behavior is considered a positive outcome of committed workers, characterized by voluntary extra-role contributions that are not recognized by the organizational reward system (Lee et al., 2013)

However, for a company to function effectively, its employees' behavior must go beyond the ordinary (extra-role behavior) profile. (Sulastiana, 2012) stated that when an employee exhibits extra-role behavior in internal and external services, it is known as Customer Oriented-Organizational Citizenship Behavior (CO-OCB). In psychology, employees whose work-oriented and committed to service are called CO-OCB. OCB is a form of discretionary related to Organizational Commitment. Organizational Citizenship Behavior is considered a positive outcome of committed workers, characterized by voluntary extra-role contributions that are not recognized by the organizational reward system (Daily et al., 2009)

In an organizational context emphasizing service to consumers, OCB is specified as CO-OCB, which is employees' behavior in serving the consumers' interests and needs (external and internal organizations) beyond their job descriptions (Podsakoff & Mackenzie, 1997). (Deng & Wang, 2013) defined CO-OCB as employees' behavior in serving consumers' interests and needs voluntarily without being explicitly requested. Therefore, employees' extra-role behavior in serving internal and external customers beyond their formal work system in a service context is referred to as CO-OCB. Podsakoff et al. (2000) stated that CO-OCB consists of several dimensions: Helping Behavior, Civic Virtue, Organization Compliance, Organization Loyalty, Individual Initiative, Self-Development, and Sportsmanship. Thus, people with high CO-OCB will show concern and willingness to voluntarily meet consumers' expectations (both consumers and external or internal service users).

In the context of service behavior, it is important to analyze a set of helping behavior in the relationship with negative behavior, such as Counterproductive Work Behavior (CWB). Organizations need to pay attention to CWB because it is detrimental to productivity, efficiency, and profitability (Bashir et al., 2012). (Dalal, 2005; Miles et al., 2002; Sackett et al., 2006; Ullah Bukhari & Ali, 2009) stated that OCB is negatively correlated with CWB in various organizational settings. OCB is a productive behavior; however, CWB is a counterproductive behavior. According to Bennett & Robinson (2000), CWB is a state of employees lacking the motivation to meet social expectations/norms or motivated to oppose these expectations by violating organizational norms or disturbing the people inside. Spector & Fox (2005) explained that CWBs are acts of infringement that intentionally harm the organization or its people (i.e., clients, coworkers, consumers, and superiors). From the two definitions above, it can be concluded that CWB refers to behaviors that harm the organization and people. People who engage in CWB exhibit negative behaviors, e.g., deliberate slow work, taking extended breaks, equipment sabotage, property theft, favoritism, gossip, sexual

harassment, verbal abuse, physical harassment, bribery, and corruption (Raman et al., 2016). Many studies generally divide CWB into two forms: CWB targeting the organization (CWB-O) and CWB targeting the people (CWB-P).

Spector et al. (2006) explained two categories of causes of CWB. The first cause is Individual factors, including hostile nature (dispositional hostility), negative emotions, type A personality, impulsivity, and drug addiction. The second cause is situational antecedents which include perceptions of justice and oversight. There are several models for explaining individual factors and situational antecedents. In most models, emotion and cognition play an essential role. The emotion-centered stress model explains that employees must face situations that cause stress, e.g., performance appraisal, conflict, and injustice. When employees face these situations, they experience negative feelings such as hate and anxiety, prompting them to engage in harmful behavior, i.e., CWB. The central role of emotions is to mediate the impact of environmental conditions that cause stress on CWB.

On the other hand, the frustration-aggression model explains that frustration is caused by an unwanted event that interferes with achieving employee goals. Frustrated employees would then try to overcome negative feelings through aggression, which could be directed at people (CWB-P), inanimate objects, or organizations (CWB-O). When organizational factors cause frustration, employees tend to direct their CWB toward the organization. In addition, frustration could lead to more dangerous behavior when employees believe that the company cannot punish them.

The above background, therefore, highlights the importance of analyzing the relationship between OCB and CWB to assess the performance of public services from government agencies. Findings from this study can be used as a reference and knowledge about the urgency and benefits of OCB and the negative impact of CWB. Especially with the high public expectations for the performance of civil servants financed with general tax money, it is essential to study and develop CO-OCB behavior as an indicator of quality service performance. Therefore, this study examines the relationship between public service employee CO-OCB and CWB at a Ministry in Pekanbaru and Bandung cities, the capitals of Riau and West Java provinces. Riau and West Java are among the three areas with the most significant rate of gratification complaints on the Sumatra and Java islands (KPK Annual Report, 2019).

## Literature review

### Customer-oriented organizational citizenship behavior

Organizational Citizenship Behavior is voluntary individual behavior that is implicitly recognized by the formal reward system and aggregately promotes the effective functioning of the organization (Organ, 1988). Organizational Citizenship Behavior contributes greatly to the organization's effectiveness (Podsakoff & Mackenzie, 1997). Customer Oriented-Organizational Citizenship Behavior (CO-OCB) is a concept evolving from OCB specifically for service provider organizations (Dimitriades, 2007). OCB oriented towards services to internal and external consumers is called CO-OCB. Dimitriades (2007) explained that customer orientation is essential for organizations, specifically service provider organizations such as the government, because one of their duties is to provide services to the community. The importance of community satisfaction encourages each government agency to improve its services.

Evolved from the OCB concept by Podsakoff et al. (2000), CO-OCB consists of seven dimensions, including Helping Behavior (helping voluntarily to prevent problems from arising), Sportsmanship (willingness to tolerate discomfort at work), Organization Loyalty (supporting the organization's image by defending it from external threats and maintaining commitment, especially in stressful situations), Organization Compliance

(accepting and internalizing rules, regulations, and organizational procedures that lead to compliance and subject to the rules despite being not under supervision), Individual Initiative (voluntary behaviors such as creativity and innovation, enthusiasm in completing tasks, taking more responsibility, and encouraging others to do the same good deeds), Civic Virtue (a more comprehensive commitment to the organization), and Self-Development (willingness to increase knowledge, skills, and abilities) (Puswiartika et al., 2019; Sulastiana, 2012).

Smith et al. (1983, Dalal, 2005) described OCB in two major dimensions based on the behavioral target, which were the interpersonal dimension (OCB-I) and the organizational dimension (OCB-O). Altruism, a dimension of OCB by Podsakoff et al., was referred to as Helping Behavior in this study and was included by Williams and Anderson (1991) in the OCB-P dimension. The other dimensions, Sportsmanship, Organization Loyalty, Organization Compliance, Individual Initiative, Civic Virtue, and Self-Development, were included in OCB-O (Andrade et al., 2016; Williams & Anderson, 1991).

#### Counterproductive work behavior

Counterproductive is the opposite term of "productive." Counterproductive Work Behavior (CWB) is unproductive and detrimental work behavior. Spector & Fox (2005) defined CWB as several behaviors performed consciously that are detrimental to the organization and the people, such as coworkers, superiors, and consumers. Behaviors included in CWB do not emphasize whether the behavior is intended but rather behaviors carried out consciously, regardless of whether the motive was intentionally meant to harm the organization or other people (Spector et al., 2006).

The behaviors which are included in CWB vary widely. Sackett & Devore (2005) noted eleven behaviors included in CWB's domain, namely: theft and related behavior, destruction of property, misuse of information, misuse of time and resources, unsafe behavior, poor attendance, poor quality work, alcohol use, drug use, inappropriate verbal actions, and inappropriate physical actions. Meanwhile, Spector et al. (2006) divided CWB into CWB targeting the organization (CWB-O) and CWB targeting the people (CWB-P). Counterproductive Work Behavior is also divided by Spector et al. (2006) into five dimensions based on the form of behaviors, including Abuse against Others (e.g., carrying out physical attacks, sexual abuse, ignoring, and threatening someone in the workplace), Production Deviance (e.g., doing a poor job, being slow at work), Sabotage (e.g., destroying physical property belonging to the employer), Theft (e.g., bringing home office equipment, taking advantage of anything illegal), and Withdrawal (e.g., absence, arriving late or leaving early, and taking longer breaks than authorized). Unfortunately, there is insufficient psychometric empirical support for the five dimensions of CWB (Barbaranelli et al., 2013); therefore, researchers generally divide it by targets: CWB-O and CWB-P (Gualandri in Greco et al., 2019).

Gualandri (in Greco et al., 2019) further explained that CWB-O is behaviors that directly harm the organization, such as sabotage, fraud, stealing, leaving work early, extending rest hours, working slowly, wasting work time, etc. CWB-P is behaviors specifically targeting people within the organization, such as insults, physical and verbal harassment, stealing coworkers' belongings, gossiping about coworkers, etc. Either directly or indirectly, CWB-O and CWB-P can harm the organization.

Counterproductive work behaviors are problems that still occur in the workplace. Therefore, many researchers continue to investigate the antecedents of CWB. Previous studies have discovered several psychological variables associated with CWB: psychological contract breach and violation feelings (Griep & Vantilborgh, 2018), emotional intelligence (Miao et al., 2017), personality, and emotional stability (Coyne et al., 2013). These variables are negatively correlated with OCB.

## The Relationship between customer oriented-organizational citizenship behavior and counterproductive work behavior

Sackett (see Bauer, 2013) suggested that OCB and CWB are two aspects of job performance that can significantly impact the function of an organization. Furthermore, Bauer explained that OCBs are behaviors that help the organization achieve its goals. On the contrary, CWBs are behaviors that can harm the organization and its people. Previous studies (Dalal, 2005; Miles et al., 2002; Sackett et al., 2006; Ullah Bukhari & Ali, 2009) found that OCB is negatively correlated with (CWB). These studies suggested that a person performing certain behaviors will not perform the opposite. In other words, a person who conducts CO-OCB does not perform CWB. OCB and CWB are behaviors that are in contrast to each other.

However, other studies showed that CWB and OCB are not on one continuum (Cucuni et al., 2020; Sackett et al., 2006). Coyne et al. (2013) proved that CWB and OCB are related but not bipolar opposites. Spector et al. (2010) explain that the presumption of a negative correlation between CWB and OCB is oversimplifying because there is a possible positive relationship between the two. The results of the study by Sypniewska (2020) showed that although, in general, OCB and CWB are negatively related, in more detail, it is found a positive correlation between a facet of OCB and CWB. Thus, an employee may exhibit both CWB and OCB at the same time. Some research results on the relationship between CWB and OCB show inconsistent results. Variations in the results related to OCB and CWB are mostly within person (Spector et al., 2010). Therefore, this study will re-examine the relationship between CWB and OCB, especially CO-OCB.

CO-OCB in this study was considered a productive behavior and would hypothetically be negatively correlated with CWB as a counterproductive behavior. People willing to follow the rules and procedures, especially when not under supervision, will avoid disciplinary violations, including working not based on procedures. Therefore, the hypothesis in this study is: "CO-OCB is negatively correlated with CWB." The higher the CO-OCB, the lower the CWB, and the lower the CO-OCB, the higher the CWB.

## Method

### Sample

The research design used in this study was a quantitative - non-experimental approach with descriptive and cross-sectional methods. The sampling technique used is convenience sampling. Subjects were given a questionnaire, and the filling process was done offline. The research sample was public service employees recruited from one of the ministries in Bandung and Pekanbaru, Indonesia. We included employees at the Ministry in provinces, cities, and educational institutions under the central ministry. A total of 358 employees were recruited for this study. Fifty-one participants' data were excluded because they did not complete the questionnaires.

### Measures and Instruments

The data collection used two psychological instruments: Customer Oriented-Organizational Citizenship Behavior and Counterproductive Work Behavior Checklist. CO-OCB instrument was developed by Sulastiana (2012) based on dimensions developed by Podsakoff et al. (2000). The dimensions were Helping Behavior, Sportsmanship, Organization Loyalty, Organization Compliance, Individual Initiative, Civic Virtue, and Self-Development. Responses ranged from 1 (never) to 5 (always). CO-OCB Checklist based on CFA analysis has root mean square error of approximation (RMSEA) = .042, Comparative Fit Index (CFI) = .99, Tucker-Lewis Index (TLI) = .99, and Goodness of Fit Index (GFI) = 0.91. Based on the CFA results, it can be concluded that this measurement

tool meets the good fit model. The reliability of the CO-OCB instrument (28 items) is 0.937.

Table 1. Distribution of items of the CO-OCB

Dimension	Indicators	Items
Helping behavior	Involves voluntarily helping others or preventing work-related problems from occurring	2, 9, 16, 22
Sportsmanship	Have the will to tolerate discomfort at work without complaining and maintain a positive attitude	7, 14, 21, 23
Organizational loyalty	Protect and defend the organization from external threats, as well as promote the image of the company/organization	5, 12, 19, 24
Organizational compliance	Perform internalization and individual acceptance of organizational rules, regulations, and procedures that result in obedient behavior even if employees are not seen and supervised.	4, 11, 18, 25
Individual initiative	Voluntary action to show creativity and innovation designed to improve individual or organizational performance, establish with enthusiasm and effort gets the job done, take on extra responsibilities and encourage others in the organization to do the same, and "act above and beyond the call of duty."	3, 10, 17, 27
Civic virtue	have a macro interest or commitment to the organization as a whole; the environment threatens to provide opportunities	1, 8, 15, 26
Self-development	Voluntary behavior displayed by employees to improve knowledge, skills, and abilities	6, 13, 20, 28

Counterproductive Work Behavior in this study was measured using the Counterproductive Work Behavior Checklist (CWB-C), adapted to Indonesian from the original instrument Spector et al. (2006). The counterproductive Work Behavior Checklist based on CFA analysis has a root mean square error of approximation (RMSEA) = .038, comparative fit index (CFI) = .88, and Tucker-Lewis Index (TLI) = .87. Based on the CFA results, it can be concluded that this measurement tool meets the good fit model. The reliability of the overall CWB instrument (45 items) is 0.89, CWB-O (21 items) is 0.824, and CWB-P (22 items) is 0.85. CWB-C consisted of 45 items to measure the overall CWB, divided into two dimensions: CWB-O composed of 21 items with a sample item, e.g., "Intentionally working slowly when it should be done quickly," and CWB-P consisting of 22 items with a sample item, e.g., "Blaming others for your mistakes." Responses ranged from 1 (never), 2 (once to twice), 3 (once or twice a month), 4 (once to twice a week), and 5 (every day).

Table 2. Distribution of items of the CWB-C

Dimension	Indicators	Items
CWB-O	Sabotage	1,8,9
	Withdrawal	6, 7,17,19
	Production deviance	5,13,18
	Theft	10,22,24,25,32,2,3,14,15,16,23,4

CWB-P	Abuse	11,12,20,21,26,,27,28,29,30,31,33,34,35,36,37,38 39,40,42,43,44,45
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### Data analyses

Data analyses were carried out using the IBM SPSS Statistics version 24. Before analyzing the data, data screening was carried out to ensure good quality. Descriptive statistics were used to describe the demographic of the study participants, the Customer Oriented-Organizational Citizenship Behavior, and the Counterproductive Work Behavior Checklist (Mean & Standard Deviation).

Associations between demographic variables and the Customer Oriented-Organizational Citizenship Behavior and the Counterproductive Work Behavior Checklist were analyzed by the independent t-test for variables with two categories and ANOVA for variables with two categories or more. The data were analyzed in descriptive analysis and Spearman Rank's Correlation Coefficient because the data distribution was not normal. In other words, the data did not meet the assumptions for the parametric test.

## Result

### Descriptive analysis

Based on the data obtained, the demographic data of the respondents are presented in Table 3. Based on Table 3, the average age of the respondents in this study was 40.23 years old, and the average tenure was 13.22 years. The majority of the respondents were women (52.4%) working as employees (62.3%) in Pekanbaru (64.5%).

Table 3. Demographic Data of Respondents

Demographic Data	Range	Mean	SD	Total	Percentage
Age (years)	17-61	40.23	8.887		
Tenure (years)	1-36	13.22	8.568		
Gender (N=307)					
Male				146	47.6%
Female				161	52.4%
Employment Status (N= 257):					
Employee				160	62.3%
Non-employee				97	37.7%
Location (N=307):					
Pekanbaru				198	64.5%
Bandung				109	35.5%

Note: N = 307 respondents; some respondents did not complete the demographic data

The description of CO-OCB based on demographic data is in Table 4. Table 4 shows that men had a higher mean score of overall CO-OCB and each of its dimensions.

Table 4. CO-OCB and Its Dimensions by Gender

	Gender	N	Mean	Std. Deviation
CO-OCB	Female	161	107.19	16.805
	Male	146	110.18	16.812

Civic Virtue	Female	161	15.01	3.068
	Male	146	15.66	2.985
Helping Behavior	Female	161	14.90	2.905
	Male	146	15.05	3.090
Individual Initiative	Female	161	15.49	2.705
	Male	146	16.17	2.618
Organization Compliance	Female	161	16.68	2.477
	Male	146	16.74	2.266
Organization Loyalty	Female	161	14.72	3.064
	Male	146	15.55	3.041
Self-Development	Female	161	14.62	2.650
	Male	146	15.01	2.908
Sportsmanship	Female	161	15.75	2.617
	Male	146	15.98	2.503

Table 5 illustrates that employees had a higher mean score of CO-OCB and its dimensions than non-employees. Based on data categorization, the CO-OCB of the respondents was presented in Figure 1. Figure 1 shows that most of the respondents in this study had high CO-OCB (66.8%), and only 1% had low CO-OCB. The remaining 32.2% fell in the moderate category.

Table 5. CO-OCB and Its Dimensions by Employment Status

	Employment Status	N	Mean	Std. Deviation
CO-OCB	Employee	160	110.82	15.610
	Non-employee	97	105.08	16.579
Civic Virtue	Employee	160	15.62	2.645
	Non-employee	97	14.91	3.160
Helping Behavior	Employee	160	15.28	2.809
	Non-employee	97	14.48	2.899
Individual Initiative	Employee	160	16.18	2.535
	Non-employee	97	15.31	2.638
Organization Compliance	Employee	160	16.86	2.381
	Non-employee	97	16.44	2.358
Organization Loyalty	Employee	160	15.55	2.763
	Non-employee	97	14.43	3.119
Self-Development	Employee	160	15.23	2.566
	Non-employee	97	13.95	2.849
Sportsmanship	Employee	160	16.08	2.627
	Non-employee	97	15.55	2.437



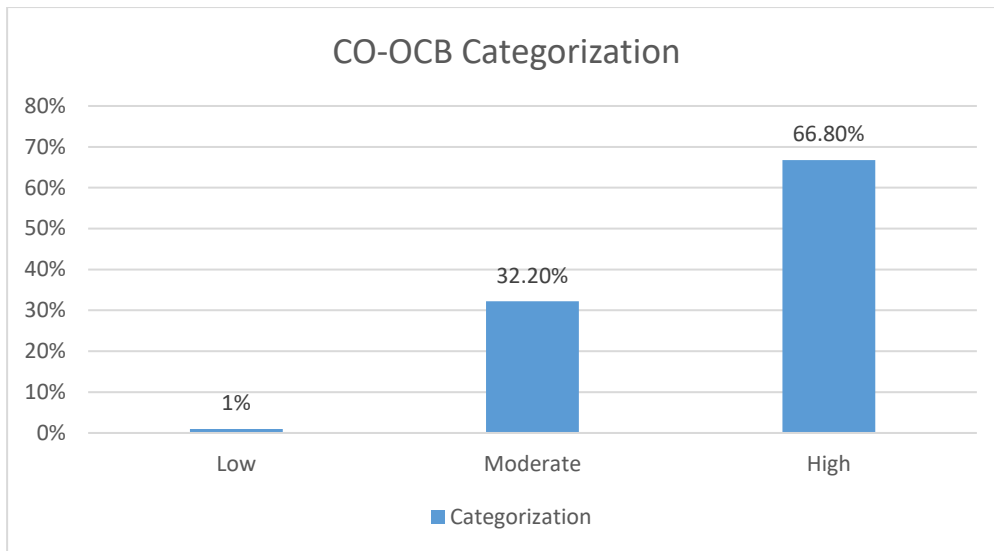


Figure 1. CO-OCB Categorization

Correlational analysis

Table 6 illustrates CO-OCB, CWB, and the relationship between them. Based on skewness and kurtosis presented in Table 6, the data distribution of CO-OCB and CWB appeared to be not normal. Based on the linearity test, it was found that there was a linear correlation between CO-OCB and CWB ( $p = 0.00$ ,  $F = 12.928$ ), and the R-square value obtained was 0.041.

The correlational test in Table 6 shows that CO-OCB generally had a negative relationship with CWB. This indicates that the higher the CO-OCB, the lower the CWB. If an employee's CO-OCB is higher, their Counterproductive Work Behavior score would be lower or relatively non-existent. On the contrary, the lower the employee CO-OCB, the higher the Counterproductive Work Behavior. Based on the data obtained, 66.8% of high CO-OCB were correlated with low CWB. The CO-OCB dimension that played the most role in low CWB was Sportsmanship.

A more specific analysis of each dimension found that some CO-OCB dimensions were not significantly correlated with CWB and its dimensions. Civic Virtue, as one of the CO-OCB dimensions, was not associated with CWB and its dimensions. On the other hand, Sportsmanship, another CO-OCB dimension, was the most correlated with CWB. This finding suggests that the more that employees remain obedient to following procedures in difficult work situations without complaint, the lower the Counterproductive Work Behavior, even though they do not perform highly altruistic behavior. The findings also showed that the Organization Loyalty dimension had the weakest correlation with CWB, meaning that higher Organization Loyalty does not result in lower CWB.

Age did not have a significant relationship either with CO-OCB or CWB. Tenure was positively correlated with CO-OCB, meaning the longer the tenure, the higher the CO-OCB. Besides, tenure was associated with Organization Loyalty and Self-Development.

Table 6. Correlations and summary statistics

	CWB	CWBO	CWBP	CO-OCB	Civic Help	Initial 1	Comp Loyal Dev	Sport	Age	Tenure
CWB										
CWBO	.939**									
CWBP	.827**	.639**								
CO-OCB	-.192**	-.213**	-.139*							

Civic Virtue	-.094	-.111	-.066	.884**									
Helping Behavior	-.197**	-.214**	-.137*	.864**	.713**								
Ind-Initiative	-.183**	-.211**	-.125*	.880**	.766**	.728**							
Org-Compliance	-.173**	-.201**	-.107	.838**	.697**	.681**	.736**						
Org-Loyalty	-.140*	-.160**	-.102	.875**	.762**	.673**	.735**	.721**					
Self-Develop	-.182**	-.202**	-.127*	.858**	.727**	.701**	.749**	.662**	.766**				
Sportsmanship	-.266**	-.258**	-.243**	.767**	.590**	.694**	.638**	.639**	.595**	.597**			
Age	.052	.028	.089	.048	.014	-.003	.070	.035	.074	.072	.016		
Tenure	.006	-.020	.040	.140*	.122*	.097	.112	.087	.148*	.122*	.095	.762**	
Mean	51.81	26.39	22.97	108.61	15.32	14.97	15.81	16.71	15.12	14.81	15.86	40.23	13.22
Std. Deviation	7.327	4.287	3.238	16.847	3.041	2.990	2.681	2.376	3.076	2.778	2.562	8.887	8.568
Skewness	16.49	10.42	23.49	-2.60	-4.96	-3.01	-3.60	-6.50	-2.32	-1.81	-1.72	0.17	16.49
Kurtosis	35.60	11.27	63.28	0.56	1.96	-0.50	-0.17	5.96	-1.22	-0.35	-0.09	-1.56	35.60

Note: \*\*. Correlation is significant at the 0.01 level (2-tailed), \*. Correlation is significant at the 0.05 level (2-tailed).

## Discussion

The descriptive analysis of CO-OCB by gender shows that men had a higher mean score than women. A previous study found a relationship between gender and OCB, in which women had more significant involvement in OCB than men (Hafidz et al., 2012). In contrast, another study found no significant gender differences in OCB. The differences can only be seen when analyzing specifically its dimensions, which were Individual Initiative and Organization Loyalty, in which women tend to be more restrained and have a greater commitment to their families. Based on social role theory, men are often more oriented towards achievement and career strength. Men are expected to be more career-oriented than women. Men will be more motivated than women to be good at performance reviews and recommendations (Ng et al., 2016). Several other studies suggested no significant gender differences in CO-OCB (Deng & Wang, 2013; Tang & Tang, 2012; Wang, 2009).

Customer Oriented-Organizational Citizenship Behavior in employees was generally higher than in non-employees. Civil servants' behavior is formally regulated in regulations and laws, and not to mention they have a greater career opportunities than non-employees. As explained by Chambel & Castanheira (2006), contract employees have fewer opportunities than permanent employees for promotion, career development, and being involved in long-term jobs. Thus, contract employees have a lower socio-emotional level which in turn causes them to be less motivated to engage in voluntary work behavior. These things allow employees to perform CO-OCB more often. It means that permanent employees tend to exhibit extra-role behavior and do not show negative behavior.

The correlational analysis showed a negative relationship between CO-OCB and CWB. Generally, the higher the CO-OCB, the lower the CWB. People who voluntarily take action to help the organization achieve its goals and perform more work behaviors than what is formally determined will not tend to take any detrimental action to the organization. This is in line with previous studies that suggested that the more people perform a positive job performance (i.e., CO-OCB), the less often they would perform a negative job performance (i.e., CWB) (Dalal, 2005; Miles et al., 2002; Sackett et al., 2006; Ullah Bukhari & Ali, 2009)

This study also revealed that CO-OCB and CWB were not strongly correlated ( $r = -.192$ ). Also, the R-square value obtained was 0.041, meaning only 4% of CWB variation is explained by CO-OCB. The low correlation coefficient indicates that CO-OCB and CWB are different constructs (Dalal, 2005; Hafidz et al., 2012; Sackett et al., 2006). This suggests that high CO-OCB does not automatically lead to the absence of CWB. Dalal (2005), inspired by Socrates' statement, "What is not beautiful need not be ugly, and what is not good need not be bad," explained that the absence of OCB does not mean CWB is present, and vice versa. This is because OCB and CWB are two different constructs, although they theoretically have a negative relationship with job performance.

Sportsmanship is a dimension of CO-OCB with the strongest correlation with CWB. Organ (Podsakoff et al., 2000) explained that Sportsmanship is an employee's willingness to tolerate discomfort and continue working without complaining. Sportsmanship is closely related to the work environment as a stressor. In an emotion-centered work environment model, if the environment is interpreted as something uncomfortable, it will result in negative emotions, which in turn will trigger CWB and will result in OCB otherwise (Miles et al., 2002). People with OCB interpret an uncomfortable environment as something that can be tolerated, indicating they perform Sportsmanship behavior. CWB will appear otherwise, either targeting the organization or the people.

Although, according to Spector et al. (2010), there is a possibility that this study did not find a positive correlation between CWB and CO-OCB factors. Nevertheless, there was an insignificant correlation between dimensions. Civic Virtue did not correlate with overall CWB, nor with CWB-O and CWB-P. Employees with interest in the organization at a macro level do not necessarily perform an absence of detrimental actions to the organization and the people, and vice versa, because high CWB does not mean high Civic Virtue in employees. The result indicates that employees may not like to be involved in activities in the organization; however, they do not take any detrimental actions to the organization. Employees may have an interest in various things related to the organization and yet take steps that hurt other employees in their workplace.

Counterproductive Work Behavior targeting people did not have a significant correlation with not only Civic Virtue but also Organization Compliance and Organization Loyalty. This is because Civic Virtue, Organization Compliance, and Organization Loyalty are more to OCB targeting organizations than targeting people. Dalal (2005) hypothesized that employees who have OCB and CWB with the same target, either organization or people, will have a stronger relationship. Employees with high CWB targeting people will tend to behave detrimentally to others. On the other hand, when employees have high OCB targeting people, they will instead help others. However, this does not work for the relationship between OCB targeting organizations and CWB targeting people. Therefore, Civic Virtue, Organization Compliance, and Organization Loyalty, which are OCB-targeting organizations, do not correlate with CWB-P. Employees who do not comply with organizational rules, who tend to be not involved in providing input for the organization's progress, and who like to spread the organization's weaknesses might be employees who hate bullying and gossiping about coworkers.

Tenure was correlated with CO-OCB but not with CWB. This is under what was found in previous studies (Hafidz et al., 2012). The longer the tenure, the higher the employee's CO-OCB. This is not surprising because the longer people work, the higher their sense of belonging to the organization compared to people who have not worked for an extended period at the organization. CWB mostly results from their dissatisfaction with work and organization, despite how long they have worked.

## **Conclusion**

In conclusion, the majority of employees' CO-OCB falls in the high category. Employees have a higher mean score of CO-OCB than non-employees, and male employees have a higher mean score of CO-OCB than women. Besides, CO-OCB and CWB have a significant negative relationship; however, several dimensions of the two variables do not correlate. This indicates that although high CO-OCB can indicate low CWB, it does not necessarily mean that employees with high CO-OCB do not perform CWB at all. This means that managing CWB must be based on problematic actions to increase positive work behavior through CO-OCB.

## **Limitations and future research**

The limitation of this study is the items in the instrument used for measuring positive and negative behaviors. The items might cause employees to not respond openly to their actual conditions. Future research will have to use tools filled out by coworkers or superiors to assess the samples' behavior. In addition, the number of research samples can be used in large numbers and using random techniques so that the research results can be generalized widely.

## **Acknowledgment**

## **Author Contribution**

All authors contributed to the study conception, design, and writing and checked the manuscript.

## **Ethical considerations**

This article complies with all research ethical norms that do not involve direct contact with human or animal subjects. Informed consent was given at the beginning before the data collection process.

## **Conflict of Interest Statement**

The authors declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

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