Exploring The Link Between Counterproductive Work Behavior and Job Performance : Narrative Review

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Abstract. *Counterproductive Work Behavior (CWB) has been widely recognized as a major challenge affecting job performance in organizations. This study provides a narrative review of existing literature to analyze the impact of CWB on different dimensions of job performance, including task performance, contextual performance, and adaptive performance. By synthesizing findings from various studies, this review identifies key factors influencing the relationship between CWB and job performance, such as organizational culture, leadership styles, and workplace justice. Additionally, the study highlights gaps in the literature and suggests future research directions to better understand and mitigate the negative effects of CWB.*

Keywords*: Counterproductive Work Behavior, Job Performance, Organizational Culture, Systematic Review, Workplace Behavior.*

1. INTRODUCTION

In the work environment, individual performance or job performance is always a major concern for every organization, both small and large. Good work performance not only reflects an individual's ability to complete their tasks but also reflects how effectively they can contribute to achieving the organization's overall goals(Thompson & Bruk-Lee, 2021).

However, although various strategies have been attempted to improve employee performance, counterproductive behavior by employees remains a major challenge. This type of behavior, known as Counterproductive Work Behavior (CWB), refers to actions that actually harm work productivity, either directly or indirectly (Sahabuddin et al., 2023).

CWB includes various actions, such as sabotage, absenteeism, theft of work time, aggressive behavior towards coworkers, and misuse of Company facilities (Eissa et al., 2020). These behaviors, if left untreated, can have serious impacts on organizational effectiveness, lower employee morale, increase internal conflict, and ultimately worsen performance outcomes (Abbasi, Monazzam, Karanika-Murray, et al., 2022). Several studies have found that CWB does not only arise as a response to work pressure or dissatisfaction, but can also be influenced by other factors, such as an unsupportive organizational culture, an authoritarian leadership style, and unfairness in the work environment (Appel-Meulenbroek et al., 2020).

Although various studies have been conducted to examine the impact of CWB on job performance, there are still many questions that have not been answered in depth, especially regarding how CWB affects various dimensions of performance, such as task performance,

contextual performance, and adaptive performance (Baranik et al., 2022). In addition, there have not been many studies that comprehensively explain the role of moderating and mediating factors in the relationship between CWB and job performance (Harzer et al., 2021). Therefore, this systematic review aims to collect and analyze existing findings related to the influence of CWB on work performance, as well as explore the factors that influence its intensity and impact.

By understanding more deeply the relationship between CWB and work performance, it is hoped that the results of this study can provide broader insights for organizations in designing more effective intervention strategies. This strategy not only aims to minimize CWB, but also to create a more conducive, productive, and supportive work environment for all employees (Russell et al., 2023).

OBJECTIVES

a. The main purpose of this narrative review is to better understand how Counterproductive Work Behavior (CWB) impacts job performance in the workplace. This study aims to identify the types of counterproductive behavior, such as sabotage, aggressive behavior, and absenteeism, and how each type of behavior affects employee productivity and overall performance.

b. The study also wants to identify more deeply whether there are certain factors, such as the work environment, leadership style, or job satisfaction, that can affect the relationship between CWB and job performance. In this way, this review is expected to provide a broader and more practical picture of ways to deal with CWB so that it does not have too much impact on employee work results.

c. In addition, through this study, it is hoped that in the future it can provide useful insights for managers and organizational leaders in creating strategies that can prevent or reduce counterproductive behavior in the workplace, while encouraging better performance. It is hoped that the results of this study can also be a basis for further research that wants to deepen the relationship between CWB and work performance in various contexts and industries.

2. METHODOLOGY

A systematic literature review approach was adopted to collect and analyze studies related to CWB and job performance. Research articles were sourced from academic databases such as Scopus and Google Scholar, Web of Science. Search Keywords: "Counterproductive

Work Behavior," "Job Performance," "Workplace Deviance," "Employee Productivity." The selection criteria included peer-reviewed journal articles published between 2019 and 2024. The PRISMA flow diagram was used to illustrate the selection process, ensuring that only relevant and high-quality studies were included.
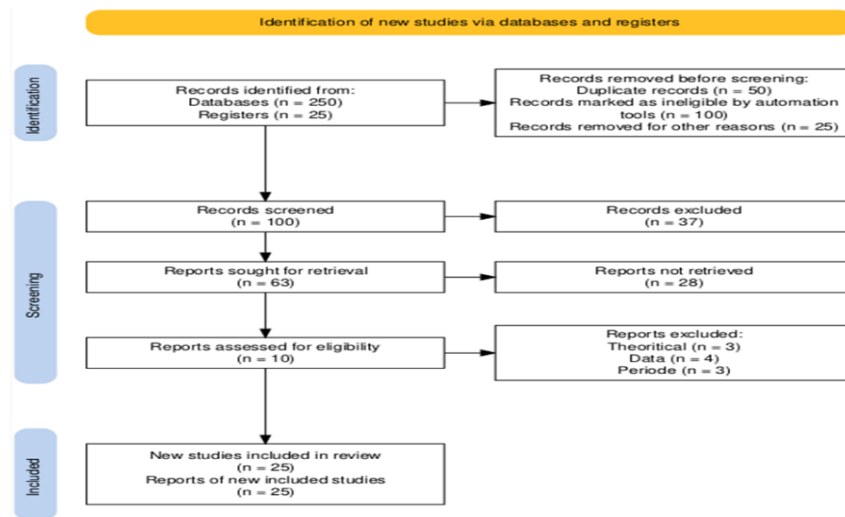
Figure 1. Graphical presentation of the PRISMA statement

From the graphic image above shows the results of the selection process of this study began by searching and collecting 275 records from various sources, namely 250 from the database and 25 from the registry. Of this number, there were several records that had to be deleted from the start: 50 duplicate records, 100 that did not match the initial criteria, and 25 that were deleted for other reasons. So, there were 100 records left that entered the next screening stage.

In the screening stage, these 100 records were examined in more depth, and 37 records had to be removed because they did not meet the criteria. Of the 63 reports that were considered eligible for further evaluation, there were 28 reports that unfortunately could not be obtained, either due to technical constraints or others. Finally, only 10 reports were actually successfully evaluated.

At the feasibility assessment stage, 7 of these 10 reports had to be removed for various reasons: some only contained theory (3 reports), some had incomplete data (4 reports), and some did not match the desired time period (3 reports).

From this entire process, there were finally 25 new studies that were deemed eligible and successfully included in the final review. This process shows a thorough and careful effort to ensure that only truly relevant and quality studies are included in this review.
Details:

a. Publication Year: The articles reviewed here cover a relatively short period, from early 2019 to 2024. However, most of the recent studies on Counterproductive Work Behavior (CWB) and its performance in the workplace were published between 2019 and 2024. This may indicate that in recent years, more and more people are interested in understanding the impact of counterproductive behavior in the workplace on employee productivity and performance.

b. Country of Origin of Authors: The articles I reviewed were written by researchers from various countries, reflecting a variety of perspectives on understanding Counterproductive Work Behavior (CWB) and performance. There are articles from China, the Flemish Region of Belgium, France, Germany, India, Indonesia, Iran, the Netherlands, Pakistan, Peru, Romania, Thailand and the United States. For example, researchers in the United States and the United Kingdom tend to focus on psychological and behavioral aspects, while researchers in Iran and Pakistan emphasize more on how culture and social values influence the emergence of counterproductive behavior in the workplace. These differences in background color their perspectives and approaches in studying this topic.

c. Most Cited Articles: Among the many articles reviewed, there are some that are often used as references by other researchers. For example, articles (Nemteanu & Dabija, 2021) and (Yousaf et al., 2022) are among the most referenced because they discuss the important role of CWB in overall performance evaluation. In addition, the conservation of resources theory by Hobfoll (1989) is also an important foundation for understanding how stress and resource loss can trigger counterproductive behavior in the workplace. These articles are widely discussed because they provide a broader understanding of CWB and its performance.

KEY FINDINGS AND TREN

Research on work performance highlights the importance of understanding the human aspect of the organizational environment. In this context, a more humanistic approach suggests several key points:

Employee Well-being:

Research has confirmed that employees' emotional and physical health significantly impact their work outcomes. For example, burnout resulting from prolonged work stress is not only detrimental to the individual but also has negative impacts on the organization as a whole. By prioritizing employees' mental and physical well-being, companies can create a healthier and more productive work environment for all parties involved (Sucapuca et al., 2022).

Empathy and Social Support:

In teleworking situations, especially during the pandemic, issues of professional isolation and lack of social interaction are serious concerns. Research has found that this isolation can lower employee morale and performance. However, a more humanistic approach—providing greater empathy and social support—can help address these challenges and support employee motivation (Nemteanu & Dabija, 2021).

The Importance of Character Strengths:

Traits such as kindness, teamwork, and resilience have been shown to improve employee performance. This finding underscores that it is not just technical skills or intelligence that are important in achieving good work outcomes, but also human qualities such as empathy, honesty, and the ability to work in a harmonious team. These help create a more productive and supportive work environment (Harzer et al., 2021).

An Inclusive Approach:

Over time, work performance measurement has evolved to include other aspects, such as adaptability and contribution to a positive work atmosphere. This indicates that performance appraisals are no longer focused solely on individual work outcomes, but also take into account their role in creating a better work environment (Abbasi, Monazzam, Arabalibeik, et al., 2022).

Many studies have shown that Counterproductive Work Behavior (CWB) has a real and negative impact on workplace performance. Behaviors such as absenteeism, aggression, sabotage, and misuse of company resources are consistently associated with decreased productivity, increased stress, and reduced employee well-being. Not only do these behaviors affect individual performance, they also harm overall team effectiveness and decrease job satisfaction (Baranik et al., 2022). Overall, the research journey on CWB and performance reflects a significant shift. From simply identifying problems, researchers and practitioners are now increasingly focusing on prevention strategies and solutions that can be implemented in the workplace. This more holistic approach allows organizations to not only minimize counterproductive behaviors but also build healthier and more productive work environments for all parties (Baranik et al., 2022).

DIFFERENCES AND DEBATE

Several recurring themes emerged from the literature:

a. Impact of CWB on Job Performance: Research consistently shows that CWB negatively affects individual and team productivity. Employees who engage in CWB often experience lower engagement and higher stress levels.

b. Moderating Factors: Workplace justice, leadership styles, and employee well-being significantly influence the extent to which CWB affects job performance.

c. Contradictions in Findings: Some studies suggest that minor instances of CWB, such as cyberslacking, may have neutral or even positive effects by reducing stress and improving focus.

GAPS AND LITERATURE

Despite extensive research on CWB, several gaps remain:

a. Longitudinal Studies: Most studies use cross-sectional designs, limiting the understanding of long-term effects.

b. Cultural and Industry Differences: Research predominantly focuses on Western contexts, with limited insights into how cultural factors shape CWB in non-Western settings.

c. Technological Influences: The impact of digital adaptation on CWB remains underexplored.

FUTURE RESEARCH DIRECTIONS

To address these gaps, future research should:

a. Incorporate mixed-method approaches, combining surveys with qualitative interviews.

b. Examine CWB in diverse cultural and industry settings.

c. Explore the role of AI and big data in detecting and mitigating CWB.

d. Investigate the effectiveness of intervention strategies aimed at reducing CWB and improving job performance.

3. CONCLUSIONS

Counterproductive work behavior poses a significant challenge to organizations by negatively impacting job performance. This review highlights the need for a holistic approach that considers organizational culture, leadership, and employee well-being to effectively manage CWB. Future research should adopt innovative methodologies to better understand and address this critical workplace issue.

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