

The Effects of a Work Life Balance Support Culture on Counterproductive Work Behavior: Moderating of Work Life Balance in Industrial Employees in Cikarang

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ABSTRACT

The purpose of this study is to examine and analyze the effect of work-life balance support culture (WLBSC) on counterproductive work behavior (CWB) among workers in the Cikarang industrial area, especially in the manufacturing industry, with work-life balance as a moderating variable. This study uses probability sampling using the disproportionate stratified random sampling method. The analysis tool used is Smart-PLS. The data for this study were collected using an online questionnaire participated by 162 workers in the Cikarang industrial area. The results of this study indicate that the relationship between work-life balance support culture has a positive influence on WLB and has a significant relationship. Hypothesis results on Work-Life Balance to Counterproductive Work Behavior and Work-Life Balance Support Culture to Counterproductive Work Behavior show a negative influence, so it can be interpreted that the application of WLBSC strategies to improve WLB has the effect of reducing or reducing CWB in the workplace.

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INTRODUCTION

In an increasingly competitive era of globalization, companies in various industries, including in the Cikarang Industrial Estate, facing challenges in optimizing efficiency and productivity to maintain work-life balance. Especially in the manufacturing industry, where the manufacturing industry is one of the economic sectors in Indonesia that has an important role in economic growth, and contributes significantly to economic growth and employment (Badan Pusat Statistik, 2023). Work-Life Balance Support Culture (WLBSC) has become an important strategy to retain employees and improve organizational performance (Anggara & Winarno, 2020). However, there are still many companies that face the problem of counterproductive work behaviors, such as work-life imbalance that can cause stress, burnout, and decreased employee performance and even strike.

Based on the case carried out by millions of workers throughout Indonesia in 2023. The workers carried out a national strike in several industrial cities including the Cikarang area. This action stopped production so that it paralyzed 100 points in the Industrial District/City, quoted from (Nurullah, 2023). The case of Counterproductive Work Behavior (CWB) by going on strike caused production in the company to be hampered. CWB is a behavior that is clearly not beneficial to the company or other workers. An employee diverts work discomfort by engaging in CWB. This can lead to increased costs, lost productivity, and work balance (Suyasa, 2017).

Research conducted by Song et al. (2023) counterproductive work behavior, is a sufficiently serious negative work behaviour by an employee to be detrimental to the organisation's performance. Counterproductive work behaviors cause losses of organizational resources and are significantly detrimental to development within the organization, In this case, it has become increasingly clear that the unproductive work behavior of employees in an organization has an impact on the development and survival of the organization (Cai et al., 2023).

The results of a recent study by Talukder (2019), showed that implementing a supportive work-life balance culture is associated with reduced work and family conflicts. In the research of Wood et al. (2020) also explained, the benefits of providing greater autonomy in the workplace for all employees by showing that autonomy can enhance work-life balance in ways that benefit both employer and employee, and can increase job satisfaction, increase effective commitment (Pattnaik et al., 2023), and more positive work attitudes (Huo, Meng-Long. Boxall, Peter. Cheung, 2022).

Various studies have shown the influence of work-life balance towards counterproductive work behaviors. Research by Lamane-Harim et al. (2023), shows that companies that promote a culture that values work-life balance have a positive impact on counterproductive work behaviors. However, in research conducted by Wulandari & Tiarapuspa (2023), it was found that there was a negative influence of WLB on Counterproductive Work Behavior (CWB). Then in the research of Akanni et al. (2018) also stated that WLB is negatively correlated with Counterproductive Wok Behavior. This creates an ambiguous assumption between the relationship between WLB and Counterproductive Wok Behavior.

Studies related to the relationship of Work-Life Balance (WLB) supporting culture with counterproductive work behavior (CWB) is still relatively limited, especially in the industrial context in Cikarang. Although several studies have shown that WBS has a

positive impact on employee performance in the company and employee job satisfaction (Astuti & Anita Tika Putri, 2023), it is still necessary to find research that specifically investigates the role of WLB as a moderating variable in reducing counterproductive work behavior among industrial employees. In addition, previous studies have also not explicitly examined the relationship between WLBS and counterproductive work behavior, so this study can fill that gap by making a significant contribution to understanding how WLB supportive culture can be used as a strategy to reduce counterproductive work behavior and improve employees' work-life balance.

The purpose of this research is to contribute ideas and concrete evidence regarding employee retention through policies such as implementing WLB by considering the role of supportive culture. In previous studies that discussed CWB, to realize WLB in a company through WLBS has been done, but has not been a special concern. Therefore, this research was conducted and aimed at examining employees in the Cikarang Industrial Estate.

LITERATURE REVIEW

SOCIAL EXCHANGE THEORY (SET)

Social Exchange Theory was firstly developed by psychologists John Thibaut and Harold Kelley (1959), they explain that SET is a social theory with 3 elements, namely appreciation, sacrifices, and mutually beneficial. In SET, it explains how a person views our relationship with others according to that person's self-assumption of the balance between what has been given into a relationship and what is received from the relationship. In addition, this theory was also developed again by sociologists George Homans (1961), Richard Emerson (1972), and Peter Blau (1986). Social Exchange Theory (SET) is a comprehensive approach used to understand and predict failures or problems in relationships. As a theory, SET states that this perspective on the exchange of social relationships is similar to economic theory which is based on a comparing of costs and profits. Therefore, this theory views the relationship in terms of sacrifice and reciprocity compared to the benefits obtained. What advantage do you receive from the relationship and how much sacrifice must be made to get those benefits.

WORK LIFE BALANCE SUPPORT CULTURE

Work-life balance support culture (WLBS) is defined as the general assumptions, beliefs, and values regarding the range of organizations that support and value the integration of employees' work and family lives (Thompson et al., 1999). In addition, the impact of WLBS on employee performance will be more significant than the impact of only WLB practices. A supportive WLB culture is a set of practices designed to lead to higher productivity, better employee engagement, and better work outcomes and to minimize counterproductive behaviors among employees (Sathe, 2022). A strong WLB organizational culture is believed to help improve employees' quality of life, increasing job gratification and work commitment, and decrease the desire to engage in counterproductive actions, the program becomes more effective when employees feel managerial support and an atmosphere that supports its use without risk to their careers (Yu et al., 2022).

WORK LIFE BALANCE

Work Life Balance is a condition where an individual can organize and divide their time and energy for personal life such as recreation, hobbies, family, and other matters so that their time is not only used up for work (Purwanti, 2023). Employees who lack work-life balance are generally less productive, and have a tendency to be absent more often (Akanni et al., 2018). WLB in a company can result in higher productivity, better employee engagement, and better work outcomes (Sathe, 2022). Work-life balance has a substantial impact on a personal's job performance, which is reflected in increased productivity (Conculty, n.d.) so that it can reduce counterproductive behavior in the company.

COUNTERPRODUCTIVE WORK BEHAVIOR

Counterproductive Work Behavior (CWB) focuses on employees' actions that intentionally reduce organizational development and security, and harm the organization, colleagues, or customers (Minjeong, P., and Hoon, 2023). Stephen P. Robbins (2016) states that this behavior often arises from dissatisfaction with the work that can or policies implemented in the company resulting in negative actions in the implementation of daily tasks. According to the research by Tuna et al. (2016) emphasizes that counterproductive behavior can threaten organizational stability by significantly violating applicable norms.

CWB is defined as negative behavior exhibited by employees in the workplace with the intention of harming the organization or coworkers and protesting certain organizational positions to satisfy one's interests in a way that violates the code of ethics (Spector et al., 2005). If employees involve in counterproductive work behaviors, like performing tasks carelessly due to the influence of negative emotions, this can certainly harm the performance of the organization and management (Wang, R. Y., Qiu, T. Y., and Wu, 2022). According to Riyanto et al. (2021), CWB behaviors including unnecessarily absenteeism, overtime breaks, customer verbal abuse, and sexual harassment, organizational inequity, isolation or minimizing self-involvement in the company, fraud, gossip, withdrawal and theft.

METHODOLOGY

Quantitative research was chosen as the method used in this study, then data collection using a questionnaire, then data collection using a questionnaire with a 7-point Likert scale. Research methods are an objective, scientific way of obtaining data with certain purposes and utilities (Sugiyono, 2017). The questionnaire uses a 7-point Likert scale. Data is collected from samples using probability sampling techniques, which are techniques of sampling that provide equal opportunity or opportunities for all elements or members of the population to choose to be sampled (Sugiyono, 2017). The sampling technique in this study used the Disproportionate Stratified Random Sampling technique, which according to Sugiyono (2017) is a sampling method used to determining the number of samples, when the population has stratification but is less proportional.

Population in this study are employees in Cikarang Industrial Estate which includes 7 manufacturing Industrial Estate areas. The sample with the age range of respondents is 20-40 years and above, and five strata of positions, namely Apprentice Employees, Senior Employees, Permanent Employees, Quality Control, Supervisors. Therefore, the

population in this study is classified in the infinite category and the exact number is unknown, so according to Ferdinand (2014) the recommended sample size ranges from 100-200 respondents, with the determination of the total sample based on the number of question indicators multiplied by five to ten.

This method is also corroborated by previous research, namely by Hair, because the total population is not known exactly how many. According to Hair (2010), If the population size is too much, the technique becomes too sensitive, making it hard to get a good measure of fit, so it is recommended that the total sample size is at least 10 multiples of the number indicators for each indicator being estimated. This study has 16 indicators, which were then multiplied by 10 so that 160 was determined as the minimum number of respondents considered to represent the population. Then, this survey data was processed using the Smart-PLS tool.

RESULTS AND DISCUSSION

The analysis will show the frequency score and percentage of the sample, namely 162 respondents. The respondents' characteristics in this study, it can be seen in the following table:

Table 1. Descriptive Empirical Data

		Description	Frequency	Percentage
Gender		Male	64	39,9%
		Female	98	60,1%
Status		Not Married	109	67,5%
		Married	53	32,5%
Education		High School	73	45,4%
		Diploma	7	4,3%
		Bachelor (S1)	80	49,1%
		Master (S2)	2	1,2%
Age		20-25	93	57,7%
		26-30	27	16,6%
		31-35	19	11,7%
		36-40	13	8%
		> 40	10	6,0%
Position		Intern Employees	25	15,6%
		Contract Employees	81	49,7%
		Regular Employees	36	22,1%
		Quality Control	11	6,7%
		Supervisor	10	6,0%
Duration of Experience		< 1	35	22,1%
		1 – 5	80	49,1%
		>5 tahun	47	28,8%
Company Region		Greenland International Industrial Center (GIIC)	23	14,1%
		MM2100	21	13,5%
		Jababeka	23	14,1%
		Bekasi International Industrial Estate (BIIE)	11	6,7%

Hyundai Industrial Park	13	7,9%
East Jakarta Industrial Park (EJIP)	49	30,2%
Delta Silicon Industrial Park	22	13,5%

Source: Research data processed, 2024
 Respondent data that has been obtained, outer model testing is carried out as follows:

Table 2. Measurement Scale *Confirmatory Factor, Analysis Result, Reliabilities Cronbach's Alpha Coefficient and AVE*

Statements	R	α	CR	AVE	Description
Work Life Balance Support Culture (Yu et al., 2022; Andara et al., 2022; Popoola & Fagbola, 2021; Pattnaik et al., 2023; Lamane-Harim et al., 2023; Talukder, 2019)					
My leader in company are understanding and considerate of their subordinates' points of view.	0,780				Valid
My supervisor listens empathetically to employees' personal work- and family-related issues.	0,826				Valid
The company I work for strives to provide an environment where employees can focus on work without having to worry about my family issues.	0,763	0,852	0,894	0,629	Valid
My coworkers help me when I have personal problems (family, work, and self-development).	0,780				Valid
My coworkers understand the difficulties I face in balancing my work and family.	0,814				Valid
Counterproductive Work Behavior (Akanni et al., 2018; Cai et al., 2023; Sabran et al., 2022; Suyasa, 2017)					
I postpone urgent tasks.	0,730				Valid
I do not take my tasks seriously, which affects my coworkers.	0,753				Valid
At work, I express feelings of hate/anger to others.	0,829	0,834	0,878	0,644	Valid
I neglect some tasks due to too much workload.	0,889				Valid
Work Life Balance (Avadhani & B Menon, 2022; Bhat et al., 2023; Bjärntoft et al., 2020; Wicaksana et al., 2020; Wijayanto et al., 2022)					

I have a good balance between the time I spend at work and the time I have for activities outside of work.	0,812				Valid
This job is in line with my field of expertise.	0,799				Valid
This company helps me to develop professionally.	0,723	0,833	0,882	0,601	Valid
I am happy with the nature of the work assigned by my company.	0,716				Valid
I feel that I am in a better mood at work because other things in my life are going well.	0,820				Valid

Source: Research data processed, 2024

From the results of the validity test that has been carried out, several statement indicators are eliminated and no longer used in the analysis because they get an Outer Loadings value < 0.7 . These statement indicators include CWB1, CWB2, WLB4, WLBSC4, WLBSC5, and WLBSC6. The reliability test carried out uses a composite reliability value where an acceptance criteria value of > 0.7 is required (ghozali, 2016). The reliability test is conducted to demonstrate the precision, consistency, and dependability of the instrument in measuring constructs. To be able to fulfill good reliability, the composite reliability value and Cronbach's alpha value > 0.70 (Chin, 2010). In this study, the reliability test was conducted by examining the Cronbach's Alpha value. A research instrument is considered reliable if it meets the Cronbach's Alpha value criterion is > 0.60 (ghozali, 2016).

Tabel 3. Construct Reliability and Validity Moderating

Description	R	α	CR	AVE	Description
Moderating Effect	1.511	1.000	1.000	1.000	Valid

Source: Research data processed, 2024

From the data in Tables 2 and 3. This can be seen that each AVE value is > 0.5 so that the discriminant validity value by looking at the AVE value is declared valid. Then, the composite reliability value is above the acceptance criteria value, which is > 0.7 so that it can be concluded that the outer model test of the research data is valid and reliable. Furthermore, the structural model testing or inner model test is carried out in table 4. to get the R-Square value which will determine whether the exogenous variables can be explained by the endogenous variables or not. The next step is to test the outer model as follows:

Table 4. R Square Value

	R Square	R Square Adjusted
Counterproductive Work Behavior (Y)	0,029	0,010
Work Life Balance (Z)	0,384	0,380

Source: Research data processed, 2024

The R square value from Table 4. above shows that changes in the variation of the moderating variable Work-Life Balance can be explained by the exogenous variable, namely Work-Life Balance Support Culture by 38.4% so that it can be concluded that the moderating effect is simultaneous. Then WLBS and WLB simultaneously affect changes in CWB by 2.9%. Furthermore, Table 5. provides estimation output for structural model testing as follows:

Tabel 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Devition (STDEV)	T Statistics (O/STD EV)	P Values	Description
Work Life Balance (Z) -> Counterproductive Work Behavior (Y)	-0,214	-0,197	0,184	1,163	0,245	Negative Effect
Work-Life Balance Support Culture (X) -> Counterproductive Work Behavior (Y)	-0,014	-0,012	0,142	0,096	0,924	Negative Effect
Work-Life Balance Support Culture (X) -> Work Life Balance (Z)	0,620	0,627	0,059	10,547	0,001	Positive Effect
Moderating Effect -> Counterproductive Work Behavior (Y)	-0,095	-0,076	0,090	1,054	0,292	Negative Effect

Source: Research data processed, 2024

Based on the results of path analysis, there is a hypothesis that significantly has a positive effect, namely Work-Life Balance Support Culture on Work Life Balance with a coefficient of 0.620 and a p value <0.05, namely 0.001. These results are in line with several previous studies regarding organizational support and employee attitudes (Knapp et al., 2017; Maan et al., 2020; Talukder, 2019). Previous research on the relationship between WLB Support Culture and Work Life Balance (WLB) suggests that WLB Support Culture has a positive influence on WLB (Syafitri Andra et al., n.d.; Wijayanto et al., 2022).

While the negative effect is generated from the relationship between Work Life Balance and Counterproductive Work Behavior because it has a coefficient of -0.214 and a P value of 0.245. Similarly, in the research of Akanni et al. (2018) states that Work-life Balance is negatively correlated with CWB. In research conducted by Wulandari & Tiarapuspa (2023), it was also found that Work-life Balance had negative results on Counterproductive Work Behavior (CWB). However, this relationship has an inverse direction, which means that if the Work-Life Balance variable is high, the Counterproductive Work Behavior variable decreases, and indeed this is expected.

The next hypothesis is the effect of Work-Life Balance Support Culture on Counterproductive Work Behavior which has a negative effect with a coefficient value of -0.014 and a P value of 0.924. This relationship has an inverse or negative direction and is not significant so that these findings are said to be in line with previous research which shows that companies that promote a culture of valuing the balance between work and

life of their employees have a negative impact on counterproductive behavior on individuals (Akanni et al., 2018; Wulandari & Tiarapuspa, 2023).

The last hypothesis is that the Work-Life Balance variable does not play a role in moderating the relationship between Work-Life Balance Support Culture and Counterproductive Work Behavior. This result is in line with previous research which shows a negative direction so that WLBS has an influence to improve work-life balance, so that it can reduce Counterproductive Work Behavior (Mustika & Margaretha, 2023). When organizations implement a culture that supports Work-Life Balance, employees feel more satisfied and less stressed, thereby reducing the tendency to engage in harmful behavior in the workplace (Halim & Heryjanto, 2021).

CONCLUSION

This study examines the relationships that influence counterproductive work behavior in employees in Cikarang, focusing on the Work-Life Balance Support Culture and work-life balance itself. The results showed that Work-Life Balance Support Culture has the most significant influence on achieving the balance. Thus, it is important for companies to implement a culture that supports work-life balance within the company.

This finding confirms that Work-Life Balance Support Culture is a key factor in improving work-life balance in companies. In addition, the results showed a negative effect of the unidirectional relationship between Work-Life Balance and Work-Life Balance Supporting Culture on Counterproductive Work Behavior, indicating that if the Work-Life Balance Supporting Culture is effectively implemented to achieve work-life balance, counterproductive work behaviors such as strikes or protests against the company can be minimized.

Overall, this research highlights the importance of a work environment that supports a work-life balance culture to create optimal balance for employees. If these two aspects can be implemented well, the company will be able to reduce counterproductive work behavior among its employees. The findings of this study are anticipated to aid in the development of strategies to improve WLBS and reduce CWB in the workplace, which in turn can improve organizational performance as well as employee well-being by achieving better work-life balance.

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