

The Influence of Emotional Support on Counterproductive Work Behavior Mediated by the Quality of Work Life as Anticipatory Resistance to Change in Islamic Banking in Indonesia

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Abstract

Organizational changes in Indonesia's Islamic banking industry often trigger counterproductive work behavior. This study aims to examine the role of emotional support and quality of work-life, comprising job involvement, occupational health and safety, and job satisfaction, in mitigating such behavior. Grounded in the social control model of deviance and psychological contract theory, the research employs a quantitative survey of 428 employees analyzed using Structural Equation Modeling with Partial Least Squares software. The results indicate that emotional support directly reduces counterproductive work behavior and positively influences the quality of work-life. Furthermore, job involvement and occupational health and safety significantly mediate the relationship between emotional support and counterproductive behavior, while job satisfaction does not. Key dimensions with the most substantial impact include encouragement (emotional support), central life interest (job involvement), health programs (occupational health and safety), and supervisor satisfaction (job satisfaction). These findings underscore the critical role of psychological and relational factors in shaping employee behavior and suggest that a holistic, human-centered, and preventive human resource management approach is essential for managing organizational change effectively.

Keywords: Resistance to Change, Emotional Support, Counterproductive Work Behavior, Quality of Work-Life.

INTRODUCTION

Human resource management is crucial in organizational change, including developing Sharia business units into Sharia commercial banks in Indonesia. This change is driven by regulations such as the Law on the Development and Strengthening of the Financial Sector and the Regulation on the Sharia Financial Services Industry. Organizational change requires readiness from various aspects, particularly human resources, capital, and assets. Services Authority

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Regulation Number 12 of 2023, which aims to strengthen Lewin's change model in Hussain et al. [1] (unfreezing, moving, refreezing), serves as a basis for understanding the adaptation process within organizations. Change must be well-planned through needs diagnosis, intervention, and involvement of all relevant parties.

The transformation of Islamic business units into Islamic commercial Banks aims for Islamic banking to be more independent, flexible in decision-making, and no longer bound by the policies of conventional parent banks. Although it has many benefits, such as increased competitiveness and operational efficiency, there are still challenges, such as human resources and infrastructure readiness. Some banks, such as Bank Rakyat Indonesia, Bank Negara Indonesia, and Bank Jabar Banten, have separated their Islamic business units into Islamic commercial banks. The merger of several Islamic banks into Bank Syariah Indonesia is also an example of implementing this change. This change is expected to enhance the quality of services, innovation, and competitiveness of Islamic banking on national and global levels.

Organizational change is highly dependent on employee behavior. Uncertainty and complexity of change often trigger fatigue, disengagement, and reluctance among employees to get involved. Supportive behaviors towards change are crucial for the success of organizational change, yet there are still few studies specifically examining these behaviors, especially in the service industry. Previous research has shown that perceptions of justice, organizational trust, and effective collaboration can influence employees' responses to change. A lack of understanding, communication, and involvement can lead to resistance, both explicitly (protests, demonstrations) and implicitly (high absenteeism, declining motivation).

Resistance to change is divided into individual and organizational resistance. According to Lewin in Hussain et al. [1], change requires weakening the restraining forces and strengthening the driving forces through the unfreeze-change-refreeze stages. A lack of coordination and information exacerbates resistance, leading to low performance, intentions to leave work, and counterproductive work behaviors. Change management becomes essential to address resistance, especially in the Sharia financial services industry. Changes such as the spin-off of Sharia business units into Sharia commercial banks face significant challenges, such as human resources and organizational infrastructure readiness. Many Sharia business units in Indonesia (Surakarta, Semarang, Tegal, Purwokerto) are not yet ready to undergo this transformation, showing counterproductive resistant behavior. If the changes are not successfully implemented, the impact could be fatal for the Islamic banking industry in general, including loss of market share and revocation of business licenses. Therefore, the readiness of human resources is crucial to avoid resistance and ensure the success of organizational transformation.

Organizational changes have a positive impact on long-term performance. Still, in the short term, they tend to create instability, especially if the organization is unprepared regarding human resources. This unpreparedness often triggers resistance through counterproductive work behavior, which is deviant behavior that harms the organization [2]. Therefore, organizational changes must be managed systematically through a change management approach, considering internal readiness, including human resource behavior. Previous research has also shown that organizational changes in Sharia business units have a positive impact in terms of income and market development. Still, they also create adverse effects such as decreased efficiency, employee stress, and disruptions in organizational structure. The main challenge in organizational change in the Islamic banking sector is the readiness of human resources, reputational risk, IT infrastructure, and team cohesion. Resistance to change tends to arise when management does not take an anticipatory approach to deviant behaviors such as counterproductive work behavior.

Counterproductive work behavior can arise due to internal factors (personality, emotional condition, and mental health) as well as external factors (work environment, organizational culture, injustice, and poor leadership style) [3]. Sudden and unpredictable changes can also potentially trigger negative emotions, leading to counterproductive work behavior [4]. Therefore, organizations need to provide emotional support from superiors and the work environment through attention, empathy, and appreciation as a form of social support [5]. This emotional support can enhance employee engagement and prevent deviant behavior. However, some studies show inconsistent results regarding the influence of emotional support on counterproductive work behavior. Some indicate that emotional support fails to predict counterproductive behavior significantly, warranting further investigation [6].

On the other hand, many studies conclude that emotional support is a key predictor of counterproductive work behavior [7]. To address failures in organizational change, a rational and empirical change management approach is needed with systematic support for human resources [8]. In this context, the quality of work-life also plays a vital role as a mediating variable. Quality of work-life contributes to interpersonal relations and employee job satisfaction, which supports the success of the change process and reduces the risk of counterproductive work behavior [9]. The relationship between emotional support and quality of work-life is grounded in psychological contract theory [10], which emphasizes employees' expectations of social-emotional fulfillment beyond formal compensation. When organizations fail to meet these implicit expectations—such as appreciation, job security, promotion opportunities, and a supportive work environment—employees may experience emotional distress, diminished trust, and reduced performance. Such violations can damage the employee–organization relationship and increase the likelihood of deviant responses, including counterproductive work

behavior [11]. In line with this, quality of work-life becomes a vital concept closely related to organizational efforts to improve employee well-being while preventing counterproductive work behavior. Quality of work-life is defined as a management system aimed at coordinating the potential of human resources to meet employee needs sustainably [12]. In this study, quality of work-life is a mediating variable influenced by emotional support, ultimately impacting employees' counterproductive behavior. Quality of work-life includes participation, conflict resolution, communication, health and safety, fair compensation, career development, and job satisfaction. A comprehensive quality of work-life program will enhance motivation and work spirit because employees' basic needs are met. High quality of work-life also contributes to psychological well-being and the quality of relationships among employees.

Recent research shows that the quality of work-life has significant implications for employees, organizations, and even the national economy [13]. Quality of work-life models like Hackman and Oldham emphasize the importance of fulfilling psychological needs such as skill variety and autonomy. At the same time, Cooper and Mumford highlight external factors like working conditions and organizational justice. Therefore, in the context of organizational change, management needs to pay attention to aspects of quality of work-life such as job involvement, occupational safety, and job satisfaction so that resistance to change can be minimized and counterproductive work behavior can be prevented. These aspects (job involvement, job satisfaction, and occupational health and safety) significantly mediate the relationship between emotional support and counterproductive behavior [14].

Job satisfaction, one of the dimensions of quality of work-life, has been shown to correlate with counterproductive work behavior. Employees who feel satisfied demonstrate dedication, reduce the desire to change jobs and show a positive attitude towards the organization. Job satisfaction also reflects high psychological well-being and happiness among employees. On the other hand, dissatisfaction, unfairness, and work pressure can lead to the emergence of retaliatory counterproductive work behavior as a form of rejection towards organizational conditions. In addition, occupational safety and health are essential aspects in supporting the quality of work-life as they can enhance social relationships, reduce stress, and create a comfortable work environment [15]. Adequate healthcare facilities, sufficient rest time, and support for work-life balance are concrete forms of improving the quality of work-life and preventing counterproductive work behavior. Change management within organizations, including in the context of Islamic banking, needs to prioritize the quality of the work-life approach as a form of mitigation against resistance to change that can trigger counterproductive behavior. Emotional support as emotional support from superiors, colleagues, and the organization plays a crucial role in facilitating the unfreezing process in Lewin's change theory in Hussain et al. [1], which is to make individuals aware of the importance

of change.

Furthermore, the dimensions of quality of work-life play a role in the changing phase as an effort to adapt to that change. When employees feel emotionally supported and experience a good quality of work-life, they will find it easier to accept changes and reduce tendencies towards counterproductive work behavior. Based on the Social Control Model of Deviance theory [16], deviant behavior can be prevented through effective social control through emotional bonds, commitment, involvement, and trust between individuals and institutions. Emotional support and quality of work-life can serve as forms of social power in an organizational context, ultimately regulating or suppressing the potential emergence of deviant behaviors such as counterproductive work behavior. Thus, the success of organizational change is greatly determined by the extent to which the organization can build emotional support and enhance the quality of work-life, namely job involvement, job satisfaction, and occupational health and safety. This becomes an essential strategy in creating supportive working conditions that are adaptive to change and minimize employee resistance.

METHOD

The research method used in this study is a quantitative method aimed at determining relationships between variables developed from previous studies and the facts or occurrences in the field [17]. The research design explores theories and concepts to identify and limit research problems to make them applicable and researchable [17]. This study aims to confirm theoretical and empirical models built based on theories related to behavior in the management of establishing cooperative relationships between organizations and employees, as well as how this can generate strategic conditions within the organization. It is hoped that the confirmation of these theoretical and empirical findings will contribute to developing the theory established in this study [18]. In this research, the sample comprises employees in the Islamic banking financial services sector with many branch offices in Indonesia, specifically Tegal Regency, Purwokerto, Semarang, and Surakarta in Indonesia Province, Indonesia. The data sources for this study were obtained from questionnaires, interviews, observations, books, and scientific journals. The data analysis technique used was Structural Equation Modeling (SEM) with Partial Least Squares (PLS) software analysis.

RESULTS AND DISCUSSION

The testing of structural relationship models is used to explain the relationships between variables in research. Structural model testing is conducted through tests using PLS software. The basis used to test hypotheses directly is the output image and the values found in the path coefficients output. The basis used for direct hypothesis testing is that if the p -value < 0.05 (significance level = 5%) and the T

statistic value > 1.960, it is stated that there is a significant influence of exogenous variables on endogenous variables. Here is a complete explanation regarding hypothesis testing:

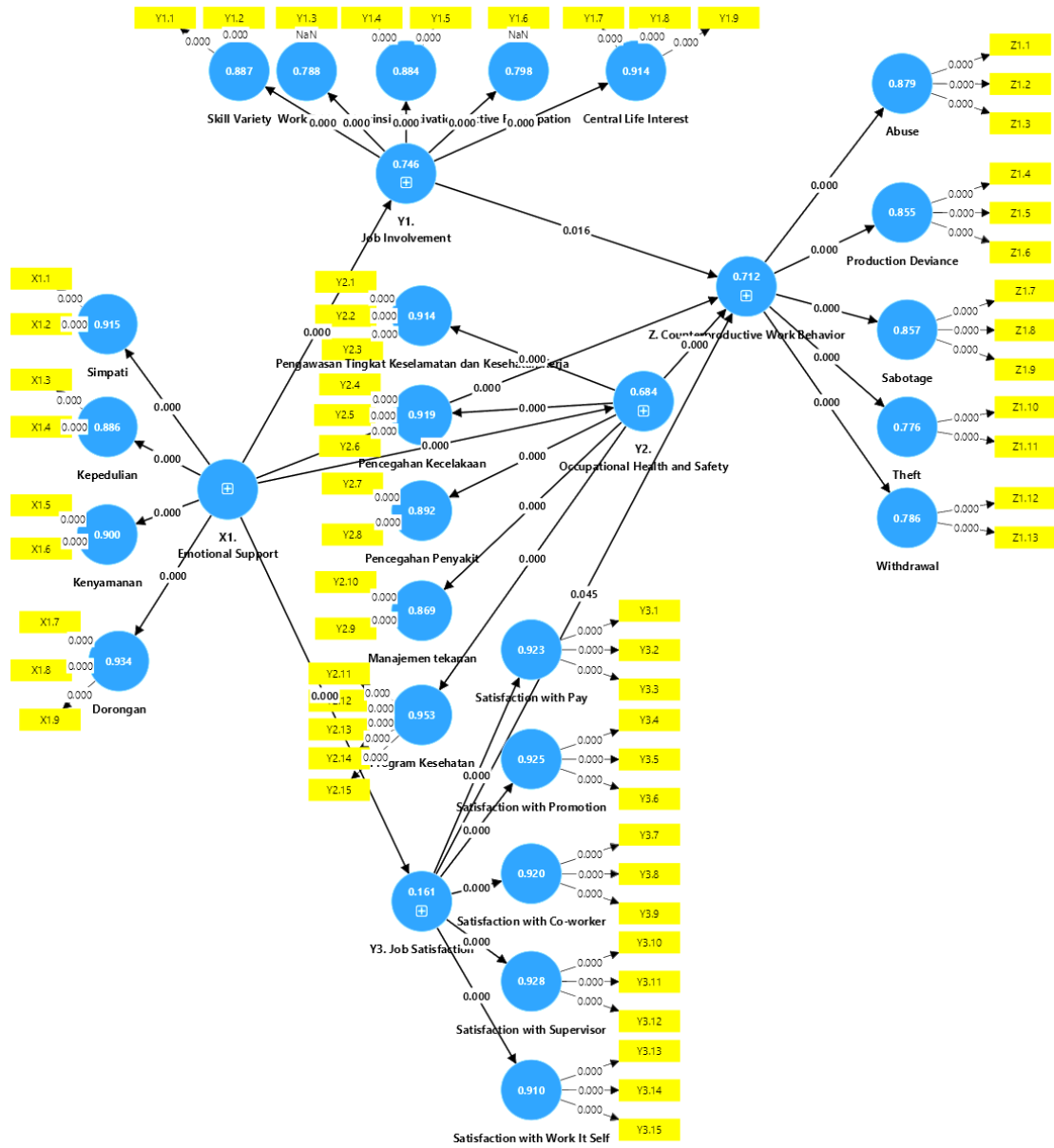


Figure 1. Bootstrapping Path Coefficients of the Structural Model
 Source: Output Results of SmartPLS (v.4.1.0.9) Bootstrapping (2025)
Table 1. Structural Model Results: Path Coefficients, T-Statistics, and P-Values

Variable	Original Sample	T Statistics	P Values
Emotional Support (X1) -> Counterproductive Work Behavior (Z)	-0.273	3.512	0.000
Emotional Support (X1) -> Job Involvement (Y1)	0.864	28.131	0.000
Emotional Support (X1) -> Occupational Health and Safety (Y2)	0.827	21.807	0.000
Emotional Support (X1) -> Job Satisfaction (Y3)	0.402	9.067	0.000
Job Involvement (Y1) -> Counterproductive	-0.167	2.391	0.017

Variable	Original Sample	T Statistics	P Values
Work Behavior (Z)			
Occupational Health and Safety (Y2) -> Counterproductive Work Behavior (Z)	-0.418	7.517	0.000
Job Satisfaction (Y3) -> Counterproductive Work Behavior (Z)	-0.060	2.005	0.045

Source: SmartPLS Output (v.4.1.0.9) Bootstrapping (2025)

Table 2. Second-Order Path Coefficient Results: Dimensions of Latent Constructs

Variable - Dimension	Original Sample	T Statistics	P Values
Emotional Support (X1)-Encouragement	0.966	202.677	0.000
Emotional Support (X1)-Comfort	0.949	112.652	0.000
Emotional Support (X1)-Caring	0.941	91.727	0.000
Emotional Support (X1)-Sympathy	0.956	129.362	0.000
Job Involvement (Y1)-Active Participation	0.894	45.809	0.000
Job Involvement (Y1)-Central Life Interest	0.956	166.271	0.000
Job Involvement (Y1)-Intrinsic Motivation	0.940	107.762	0.000
Job Involvement (Y1)-Skill Variety	0.942	114.464	0.000
Job Involvement (Y1)-Work Ethic	0.888	43.923	0.000
Occupational Health and Safety (Y2) - Stress Management	0.932	83.030	0.000
Occupational Health and Safety (Y2)- Accident Prevention	0.959	143.030	0.000
Occupational Health and Safety (Y2)- Disease Prevention	0.944	100.575	0.000
Occupational Health and Safety (Y2)- Monitoring of Occupational Safety and Health Levels	0.956	151.588	0.000
Occupational Health and Safety (Y2)- Health Program	0.976	304.291	0.000
Job Satisfaction (Y3)-Satisfaction with Co-Worker	0.959	217.327	0.000
Job Satisfaction (Y3)-Satisfaction with Pay	0.961	230.985	0.000
Job Satisfaction (Y3)-Satisfaction with Promotion	0.962	222.240	0.000
Job Satisfaction (Y3)-Satisfaction with Supervisor	0.963	252.630	0.000
Job Satisfaction (Y3)-Satisfaction with Work Itself	0.954	183.757	0.000

Source: SmartPLS Output (v.4.1.0.9) Bootstrapping (2025)

Table 3. Indirect Effects of Emotional Support on Counterproductive Work Behavior via Mediating Variables

Variable	Original Sample	T Statistics	P Values
Emotional Support (X1) -> Job Involvement (Y1) -> Counterproductive Work Behavior (Z)	-0.144	2.383	0.017
Emotional Support (X1) -> Occupational Health and Safety (Y2) -> Counterproductive Work Behavior (Z)	-0.346	7.223	0.000
Emotional Support (X1) -> Job Satisfaction (Y3) -> Counterproductive Work Behavior (Z)	-0.024	1.955	0.051

Source: SmartPLS Output (v.4.1.0.9) Bootstrapping (2025)

In PLS, statistical testing of each hypothesized relationship is conducted using simulations. In this case, the bootstrapping method is used on the samples. The results of testing the first hypothesis, which states that emotional support affects counterproductive work behavior, show an original sample coefficient value of -0.273, a p-value of $0.000 < 0.05$, and a t-statistic of $3.512 > 1.960$. These results indicate that emotional support (X1) affects counterproductive work behavior (Z). Therefore, the hypothesis that “Emotional Support has a negative effect on Counterproductive Work Behavior” is accepted.

The results of testing the second hypothesis, which states that emotional support affects job involvement, show a positive original sample coefficient of 0.864, a p-value of $0.000 < 0.05$, and a t-statistic of $28.131 > 1.960$. These results indicate that emotional support (X1) affects job involvement (Y1). Therefore, the hypothesis that “Emotional Support positively affects Job Involvement” is accepted.

The results of testing the third hypothesis, which states that emotional support influences occupational health and safety, show a positive original sample coefficient value of 0.827, a p-value of $0.000 < 0.05$, and a t-statistic of $21.807 > 1.960$. These results indicate that emotional support (X1) affects occupational health and safety (Y2). Therefore, the hypothesis that “Emotional Support positively affects Occupational Health and Safety” is accepted.

The results of testing the fourth hypothesis, which states that emotional support affects job satisfaction, show a positive original sample coefficient of 0.402, a p-value of $0.000 < 0.05$, and a t-statistic of $9.067 > 1.960$. These results indicate that emotional support (X1) influences job satisfaction (Y3). Therefore, the hypothesis that “Emotional Support positively affects Job Satisfaction” is accepted.

The results of testing the five hypothesis, which states that job involvement affects counterproductive work behavior, show a negative original sample coefficient value of -0.167, a p-value of $0.017 < 0.05$, and a t-statistic of $2.391 > 1.960$. These results indicate that Job Involvement (Y1) affects Counterproductive Work Behavior (Z). Therefore, the hypothesis that “Job Involvement has a negative effect on Counterproductive Work Behavior” is accepted.

The results of testing the sixth hypothesis, which states that occupational health and safety affect counterproductive work behavior, show an original sample coefficient value of -0.418, a p-value of $0.000 < 0.05$, and a t-statistic of $7.517 > 1.960$. These results indicate that Occupational Health and Safety (Y2) affects Counterproductive Work Behavior (Z). Therefore, the hypothesis that “Occupational Health and Safety negatively affects Counterproductive Work Behavior” is accepted.

The results of testing the seventh hypothesis, which states that job satisfaction affects counterproductive work behavior, show a coefficient value of -0.060, a p-value of $0.045 < 0.05$, and a t-statistic of $2.005 > 1.960$. These results indicate that Job Satisfaction (Y3) affects Counterproductive Work Behavior (Z). Thus, the hypothesis that “Job Satisfaction negatively affects Counterproductive Work Behavior” is

accepted.

The results of testing the eighth hypothesis, which states that job involvement mediates the relationship between emotional support and counterproductive work behavior, show a negative original sample coefficient of -0.144, a p-value of $0.017 < 0.05$, and a t-statistic of $2.383 > 1.960$. These results indicate that Job Involvement (Y1) mediates the relationship between Emotional Support (X1) and Counterproductive Work Behavior (Z). Thus, the hypothesis that “Job Involvement mediates the relationship between Emotional Support and Counterproductive Work Behavior” is accepted.

The results of testing the ninth hypothesis, which states that occupational health and safety mediates the relationship between emotional support and counterproductive work behavior, show an original sample coefficient value of -0.346, a p-value of $0.000 < 0.05$, and a t-statistic of $7.223 > 1.960$. These results indicate that Occupational Health and Safety (Y2) mediates the relationship between Emotional Support (X1) and Counterproductive Work Behavior (Z). Therefore, the hypothesis that “Occupational Health and Safety mediates the relationship between Emotional Support and Counterproductive Work Behavior” is accepted.

The results of testing the tenth hypothesis, which states that job satisfaction mediates the relationship between emotional support and counterproductive work behavior, show a negative original sample coefficient of -0.024, a p-value of $0.051 > 0.05$, and a t-statistic of $1.955 < 1.960$. These results indicate that Job Satisfaction (Y3) does not mediate the relationship between Emotional Support (X1) and Counterproductive Work Behavior (Z). Thus, the hypothesis that “Job Satisfaction mediates the relationship between Emotional Support and Counterproductive Work Behavior” is rejected.

Anticipatory Resistance to Change of Counterproductive Work Behavior

Organizations or companies constantly undergo changes, which employees often resist due to feelings of uncertainty or perceived threats. Therefore, human resource management is crucial in managing this resistance to implement changes effectively. Resistance to change is a natural reaction that occurs when individuals feel threatened or do not understand the reasons for the change. However, this resistance should be viewed as a signal of employee engagement and issues that need further addressing. Managing resistance empathetically and involving employees in the change process can turn barriers into opportunities for more seamless change achievement [19].

Change management is a systematic process that includes planning, communication, engagement, support, and managing change to ensure that the change occurs smoothly. In Hussain et al. [1], Lewin's change management model encompasses three stages: unfreezing, changing, and refreezing, illustrating how change can be effectively implemented. One key aspect of the unfreezing stage is social

or emotional support to prepare employees for change. In contrast, during the changing stage, fulfilling job quality needs, such as job satisfaction and workplace safety, serves as employee feedback. This research shows that by providing strong social support and meeting the needs of job quality, counterproductive behavior can be minimized, and resistance to change can be reduced.

The results of this study demonstrate the importance of changing the way we think about organizational management, especially in creating a safe, healthy, and emotionally satisfying work environment. This study also shows that achieving business targets is not the only important thing in successful change management; it also includes building a psychologically and relationally healthy organization. HR management can use a holistic, human-centred, and preventive approach to face the challenges of change. Organizations can create a productive but also meaningful, safe, and emotionally satisfying workplace for everyone.

Emotional Support Affects Counterproductive Work Behavior

Management changes within organizations often trigger resistance, leading to counterproductive work behavior. According to Lewin's theory in Hussain et al. [1], management changes must be well-managed to prevent negative impacts on human resource behavior. Research by Mujib et al. [20] states that resistance to change can exacerbate counterproductive work behavior, making it essential to implement change management effectively with steps that support organizational success. Emotional support, through attention, empathy, and appreciation from supervisors and the work environment, is a key factor in reducing counterproductive work behavior and enhancing employee productivity. This emotional support can decrease employees' likelihood of deviant behavior by increasing their organizational engagement.

Based on the social control theory proposed by Hirschi [16], emotional support is a form of control that prevents deviant behavior in organizations. This study shows that the higher the emotional support provided, the lower the emergence of counterproductive work behavior, thereby enhancing the effectiveness of change management. Good emotional support not only prevents counterproductive work behavior but also contributes to improving the quality of human resources and organizational resilience. This underscores the importance of emotional support in change management, where a good relationship between managers and employees is key to reducing resistance to change and supporting organizational success.

Emotional Support Affects Quality of Work-Life

Quality of work-life plays an essential role in change management, as it can influence individual behavior in their relationship with the organization. As a mediator in the change process, quality of work-life supports emotional support against

counterproductive work behavior that may arise due to dissatisfaction or injustice in the workplace. Based on psychological contract theory [10], the quality of work-life is related to employees' expectations regarding social and emotional support from the organization. This contract consists of two categories: transactional (compensation and wages) and relational (emotional and social expectations). Violating this contract can harm the organization by diminishing employee trust and performance, contributing to counterproductive work behavior. Therefore, organizations need to create a work environment that supports employees' quality of life, including job security, participation, and satisfaction. Research shows that emotional support positively influences job involvement, occupational health and safety, and job satisfaction. This emotional support can enhance work engagement and employee satisfaction, positively affecting their performance.

Additionally, emotional support can help maintain employees' mental and physical health, protecting them from the negative impacts of management changes. Quality of work-life is an approach that integrates the potential of human resources within the organization and helps meet the needs of employees to support effective change management. Thus, the quality of work-life, including emotional support and aspects such as job involvement, occupational health and safety, and job satisfaction, plays an essential role in reducing counterproductive work behavior and ensuring organizational success.

Quality of Work-Life Affects Counterproductive Work Behavior

Quality of work-life is a multidimensional concept involving interaction between workers, jobs, and personal characteristics. The main factors of quality of work-life include job security, job satisfaction, and work engagement participation. Research shows that the quality of work-life is influenced by individual factors (personality and health) and situational factors (injustice, job dissatisfaction, and organizational conflict). Based on the Social Control Models of Deviance theory, counterproductive behavior can be controlled through social control, which includes attachment, commitment, involvement, and belief.

Research results show that job involvement, occupational health and safety, and job satisfaction have a negative impact on counterproductive work behavior [21], [22]. Active employee involvement, good health facilities, and job satisfaction can reduce counterproductive work behavior. The dimensions influencing counterproductive work behavior are health programs, emotional support, supervisor satisfaction, and work engagement. The higher the quality of work-life, the lower the counterproductive behavior. Therefore, the quality of work-life can effectively anticipate resistance to organizational change and reduce counterproductive work behavior.

Quality of Work-Life Mediates the Relationship between Emotional Support and Counterproductive Work Behavior

Several studies have shown the relationship between the quality of work-life as an independent variable and counterproductive work behavior [23], [24]. The Social Control Models of Deviance theory explains that individuals do not engage in deviant behavior due to social control originating from the organization. This social control comprises four components: attachment, commitment, involvement, and belief. In this context, emotional support and quality of work-life (including job involvement, occupational health and safety, and job satisfaction) can control counterproductive work behavior. This research contributes new insights by placing the quality of work-life as a mediating variable between emotional support and counterproductive work behavior, utilizing psychological contract theory and social control models of deviance. The research results show that job involvement, occupational health, and safety can mediate the relationship between emotional support and counterproductive work behavior. In contrast, job satisfaction cannot mediate that relationship, even though it directly affects counterproductive work behavior.

This research suggests that organizations pay attention to the quality of work-life, including job involvement, occupational health and safety, and job satisfaction, to anticipate counterproductive work behavior during organizational changes. Further research could explore other variables, such as self-efficacy and self-esteem, and link them to social cognitive theory. This study highlights various dimensions within variables such as emotional support, job involvement, occupational health and safety, and job satisfaction that influence employee behavior, particularly in preventing counterproductive work behavior. The dimension of encouragement in emotional support enhances individual motivation and mental resilience, strengthening the emotional attachment that makes individuals more open to change. On the other hand, job involvement with the dimension of Central life interest makes work the center of an individual's life, enhances emotional commitment, and reduces the risk of behavioral deviation due to strong social ties. A good health program in occupational health and safety also plays a dominant role by fostering long-term healthy habits, increasing safety awareness, and strengthening social control that prevents counterproductive work behavior. In addition, satisfaction with supervisors serves as the most dominant dimension in job satisfaction that affects work behavior. A positive relationship with supervisors enhances engagement and adherence to organizational norms and encourages positive work behaviors. Good interpersonal relationships with supervisors act as social controls that strengthen loyalty and commitment, reducing the likelihood of counterproductive work behavior. Thus, each of these dimensions functions as a social control tool that can positively shape employee behavior and anticipate detrimental behaviors in the workplace.

CONCLUSION

This study concluded that emotional support had a good impact on work-life quality and an adverse effect on unproductive work behavior. In the meantime, counterproductive work behavior may be negatively impacted by the quality of work-life components such as job involvement, occupational health and safety, and job satisfaction. However, job satisfaction is the only quality of life component that cannot mediate the relationship between emotional support and counterproductive work behavior. The factors that have the most significant effects on counterproductive work behavior are the following: the encouragement dimension is the most influential emotional support factor; the central life interest dimension is the most influential job involvement factor; the health program dimension is the most influential occupational health and safety factor; and the job satisfaction factor that has the most significant partial influence on counterproductive work behavior is satisfaction with the supervisor. Therefore, each of these aspects serves as a social control mechanism that can predict negative behavior in the workplace and favorably influence employee behavior. Future researchers are advised to use variables with trust (self-efficacy and self-esteem) based on Bandura's grand theory of social cognition, which postulates that emotional support influences non-material support for social dynamics.

The results show that psychological and relational components of the work environment greatly influence the emergence of counterproductive behavior. Therefore, a human resource management approach focusing only on technical or administrative elements is insufficient. Management must use a more holistic, human-centred, and preventive approach to create a psychologically healthy, safe, and emotionally satisfying work environment.

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