

The Effect of Compensation and Turnover Intention on Counterproductive Work Behavior of Employees at PT Cemaru Lestari in Landak Regency, West Kalimantan

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ABSTRACT

This study investigates how Compensation and Turnover Intention influence Counterproductive Work Behavior among employees of PT Cemaru Lestari in Landak Regency, West Kalimantan. The study adopted a quantitative approach using an associative research design, with 89 respondents selected through a saturated sampling technique. Research data analysis involved multiple linear regression assessment, which was carried out using SPSS. The findings indicated that Compensation and Turnover Intention jointly exert a significant influence on Counterproductive Work Behavior, as demonstrated by an F-count of 9.978 with a significance level of $p < 0.001$. Partially, Compensation was found to have a negative and significant effect on Counterproductive Work Behavior, as indicated by a t-value of -2.090 and a significance level of $0.040 < 0.05$. In contrast, Turnover Intention had a positive and significant effect on Counterproductive Work Behavior, with a t-value of 3.493 and a significance level of $0.001 < 0.05$. The correlation coefficient value of 0.434 indicates a relationship with a moderate strength level, whereas the coefficient of determination value of 0.188 indicates that the independent variables can explain Counterproductive Work Behavior by 18.8% .

INTRODUCTION

The continuity of organizational operations and the achievement of its objectives depend partly on the effectiveness of human resources. In company activities, compensation, turnover intention, and counterproductive work behavior are aspects often associated with employee working conditions. Rumawas (2018) states that employees are rewarded by companies through compensation, which can be delivered in direct as well as indirect forms. Meanwhile, Mobley (1986), as cited in Prasetyo and Rosyada (2023), defined turnover intention as an employee's inclination to leave their current organization and seek employment elsewhere. Robinson and Bennett (1995) in Fikri (2023) stated that counterproductive work behavior is a violation of organizational norms carried out intentionally and can threaten the well-being of the organization and its members.

This phenomenon is also seen at PT Cemar Lestari in Landak Regency, West Kalimantan, which operates in the palm oil plantation sector. The realization of Fresh Fruit Bunches (FFB) production during 2022–2024 experienced fluctuations. In 2022, production reached 29,084,067 kg, decreased to 29,041,654 kg in 2023, and increased to 31,716,078 kg in 2024. In addition, the company has 429 employees with employment status consisting of monthly employees, daily casual workers, PKWT, and contract workers, dominated by FFB harvesters totaling 303 people. The operational conditions and workforce composition indicate the dynamics of human resource management in the company's activities.

The empirical problem in this study can be seen from attendance, turnover, and employee disciplinary violation data during the 2022–2024 period. Employee absenteeism fluctuated from 0.44% in 2022 to 0.21% in 2023, then increased to 0.43% in 2024. Turnover data also showed changes from 19.56% in 2022 to 6.69% in 2023 and rose again to 7.41% in 2024. In addition, the company recorded various forms of work discipline violations such as absence without notice, dishonesty, falsification of reports, not following supervisor instructions, and neglecting work duties. Recorded internal infractions peaked at 14 cases in 2023 after registering 9 in 2022, eventually declining to 7 by 2024; this pattern demonstrates that counterproductive work behavior has not been entirely eliminated from daily business processes.

The occurrence of counterproductive work behavior in this study is linked to compensation conditions and employees' willingness to leave their jobs. Based on company interviews, the compensation system at PT Cemar Lestari still has several characteristics, such as salary increases following the regional minimum wage (UMK), irregular incentives, limited allowances for certain positions, and limited internal career development opportunities. At the same time, interviews with the Head of Human Resources and K3 showed that some employees leave the company due to salary and career opportunity considerations. Empirically, the study by Katabalo and Mwita (2024) shows that compensation affects organizational performance. While Maulina et al. (2024) demonstrated that organizational performance is affected by employee turnover, Dwipa et al. (2025)

highlighted that counterproductive work behavior holds a significant negative association with organizational performance.

Empirical evidence from prior literature reveals contradictory findings concerning the associations between the variables examined in this research. Husain (2020) demonstrated that compensation significantly and positively influences employees' work discipline. Similarly, Fitri (2018) reported that turnover intention has a positive impact on employee absenteeism. Pristiawati and Santoso (2021) found that compensation significantly and positively influences work discipline. Meanwhile, Khoiruddin et al. (2023) demonstrated that work discipline has an impact on counterproductive work behavior. Evidence from Pratama and Parahyanti (2019) indicates a positive relationship between compensation and counterproductive work behavior-interpersonal. A significant reduction in turnover intention was attributed to compensation, as demonstrated in the research by Rofiqoh and Ronny (2025). Moreover, the influence of compensation and turnover intention on counterproductive work behavior has received limited attention in research involving palm oil plantation companies.

The interplay between compensation and turnover intention, alongside their impact on counterproductive work behavior, serves as the core focus of this investigation, which centers on the workforce at PT Cemar Lestari in Landak Regency, West Kalimantan. The measurement of the compensation variable covers wages/salaries, incentives, and allowances as its three dimensions. The turnover intention variable includes intent to leave, active job searching, benefit-risk comparison phase, and final consideration to leave. Several forms of counterproductive work behavior are identified, including avoiding work, carrying out tasks improperly, engaging in physical aggression, displaying verbal hostility, committing sabotage, and stealing. This focus is based on company empirical data and previous research results related to the study variables.

This research investigates the degree to which compensation and turnover intention affect counterproductive work behavior among the workforce at PT Cemar Lestari, located in Landak Regency, West Kalimantan, in light of the highlighted problems. This study uses company empirical data covering compensation conditions, absenteeism rates, employee turnover, and work discipline violations during the 2022–2024 period as the basis for analyzing the relationships among research variables.

LITERATURE REVIEW

Compensation

Sutrisno (2017) stated that compensation is a reward for employees' work contribution to the organization. Hasibuan (2017) explained that compensation includes financial and non-financial rewards related to productivity, commitment, and employee work responsibilities. Meliana (2024) explains that compensation includes every form of reward offered by a company to its employees as payment for the work they have carried out, whereas Nafi'ah et al. (2025) stated that compensation is used to increase work motivation, retain employees, and support the achievement of organizational performance.

The indicators of compensation in this study refer to Meliana (2024), which consist of wages/salaries, incentives, and allowances. Wages or salaries are explained as rewards provided by the company based on the employee's work or working hours. Incentives are additional compensation beyond the main salary, which can be in the form of material or monetary bonuses. Employees are also entitled to various benefits provided by the company, including meal allowances, health benefits, and holiday allowances (THR).

A number of earlier studies have explored how compensation is related to counterproductive work behavior. Wardani and Yousef (2018) found that salary-based compensation significantly influences employees' deviant behavior in the workplace. Research by Saputra et al. (2025) demonstrates that the appropriateness of compensation plays a statistically significant role in encouraging counterproductive work behavior among Education and Culture Office staff in Kolaka Regency, acting as an influential partial determinant. Previous research provides evidence of an association between compensation and counterproductive work behavior.

H1: Compensation affects the Counterproductive Work Behavior of employees at PT Cemar Lestari in Landak Regency, West Kalimantan.

Turnover Intention

Harnoto (2002) stated turnover intention refers to an employee's inclination to resign from an organization in search of a job that is considered more desirable. This intention can be reflected in several behaviors, including increased absenteeism, reduced enthusiasm for work, noncompliance with workplace rules, complaints or protests toward supervisors, and changes in employees' work behavior. Ardan and Jaelani (2021) define turnover intention refers to an employee's inclination or willingness to voluntarily leave the organization as a result of their own personal decision. Ismail (2025) explained that turnover intention emerges through a thinking process involving consideration between staying or leaving the organization until forming a tendency to leave the job. This definition indicates that turnover intention is related to the psychological process of employees in considering the continuity of the employment relationship with the organization.

The indicators of turnover intention in this study refer to Ismail (2025), which consist of the intention to leave, active job searching, benefit-risk comparison phase, and final consideration to leave. The intention to leave is indicated by employees' tendency to no longer remain in the organization. Active job searching relates to efforts to seek other job opportunities. The benefit-risk comparison phase illustrates the process of evaluating the current job and alternative jobs, while the final consideration to leave relates to the ultimate decision to stay or leave the organization.

Prior literature consistently connects turnover intention to counterproductive work behavior. For instance, Korir, Kemboi, and Bonuke (2022) established a meaningful link between turnover intention and workplace deviant behavior, supporting the earlier work of Amalia and Zakkiy (2021), who

demonstrated that turnover intention directly impacts employees' counterproductive work behavior.

H2: Turnover Intention affects the Counterproductive Work Behavior of employees at PT Cemar Lestari in Landak Regency, West Kalimantan.

Counterproductive Work Behavior

Actions that threaten organizational standards and endanger either the institution or its members are defined as counterproductive work behavior, which, according to Bennett and Robinson (2000), stems from deliberate employee conduct. Suyasa, Sari, and Putra (2020) explained that counterproductive work behavior is influenced by situational and individual factors, including conditions when employees' needs are unmet and involvement in organizational policies is still limited. Fikri (2023) also explained that counterproductive work behavior includes various deliberate actions that can disrupt organizational activities as well as interpersonal work relationships among members.

The indicators of counterproductive work behavior examined in this study include work avoidance, task performance errors, physical aggression, verbal hostility, theft, and sabotage (Spector, Fox, & Domagalski, 2005 in Fikri, 2023). As evidenced by Bustan, Sjahrudin, and Hamiddin (2025), unexamined variables contribute to 51.9% of counterproductive work behavior. Building on these findings, the current research establishes counterproductive work behavior as the dependent variable (Y), examining how it is influenced by compensation and turnover intention.

H3: Compensation and Turnover Intention simultaneously affect the Counterproductive Work Behavior of employees at PT Cemar Lestari in Landak Regency, West Kalimantan.

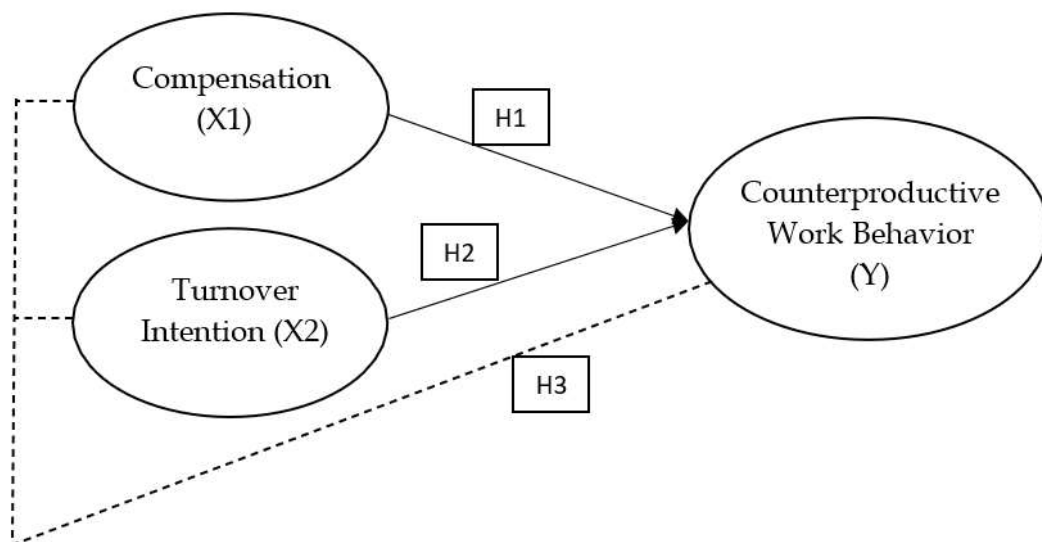


Figure 1. Conceptual Framework

METHODOLOGY

Employing a quantitative methodology within an associative design framework, this study investigates how Compensation (X1) and Turnover Intention (X2) affect Counterproductive Work Behavior (Y) among the workforce at PT Cemar Lestari in Landak Regency, West Kalimantan. As highlighted by Siregar (2018), associative research serves to analyze the interrelationships existing across multiple variables. A total coverage approach via saturated sampling was implemented, adhering to Sugiyono's (2022) methodology, due to the constrained group size of 89 monthly employees. Consequently, every individual within the population was designated as a participant in this investigation. Data were collected using interviews and questionnaires. Interviews were conducted to gather more detailed information from selected respondents, whereas questionnaires were employed as a written method of collecting data from the respondents (Sugiyono, 2022).

In this study, Compensation and Turnover Intention are examined as the independent variables, whereas Counterproductive Work Behavior is designated as the dependent variable. The measurement process applied a five-point Likert scale, in accordance with Sugiyono (2022). The instrument's accuracy and consistency were evaluated by measuring validity through a Pearson Product Moment correlation and determining reliability via Cronbach's Alpha (Riyanto & Hatmawan, 2020; Siregar, 2018). To verify that the regression model satisfied key statistical requirements, diagnostic evaluations were executed. These included assessing data distribution via the Kolmogorov-Smirnov normality test, verifying linear relationships using the Test for Linearity, and screening for multicollinearity through Tolerance and VIF metrics (Riyanto & Hatmawan, 2020).

Multiple linear regression analysis was employed to assess the influence of Compensation and Turnover Intention on Counterproductive Work Behavior, as represented by the equation " $Y = a + b_1X_1 + b_2X_2$ " (Riyanto & Hatmawan, 2020). To measure the strength of the relationship among the construct variables, the correlation coefficient (R) was calculated. Concurrently, the capacity of the independent variables to account for variance in the dependent variable was quantified using the coefficient of determination (R^2) (Siregar, 2018; Riyanto & Hatmawan, 2020). In SPSS, hypothesis testing involved the F-test to assess simultaneous effects and the t-test to examine partial effects, both at the 0.05 significance level (Syarifuddin & Saudi, 2022).

RESEARCH RESULT

Test Research Instruments

a. Validity Test

To confirm how accurately each question measures its target variable, person product-moment correlations were benchmarked against an r -table cutoff of 0.208 ($df = 87, p < 0.05$). Detailed validity outputs for each indicator are structured as follows:

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Compensation (X1)	X1.1	0.786	0.208	Valid
	X1.2	0.839		
	X1.3	0.733		
	X1.4	0.622		
	X1.5	0.809		
	X1.6	0.757		
	X1.7	0.804		
	X1.8	0.832		
	X1.9	0.880		
Turnover Intention (X2)	X2.1	0.813	0.208	Valid
	X2.2	0.817		
	X2.3	0.850		
	X2.4	0.806		
	X2.5	0.875		
	X2.6	0.833		
	X2.7	0.807		
	X2.8	0.841		
	X2.9	0.818		
	X2.10	0.920		
	X2.11	0.865		
	X2.12	0.790		
Counterproductive Work Behavior (Y)	Y.1	0.687	0.208	Valid
	Y.2	0.711		
	Y.3	0.708		
	Y.4	0.728		
	Y.5	0.712		
	Y.6	0.818		
	Y.7	0.783		
	Y.8	0.817		
	Y.9	0.870		
	Y.10	0.864		
	Y.11	0.778		
	Y.12	0.894		
	Y.13	0.837		
	Y.14	0.867		
	Y.15	0.867		
	Y.16	0.846		
	Y.17	0.743		
	Y.18	0.865		

Source: Processed Data, 2026

Based on the validity test results presented in Table 1, each indicator representing Compensation (X1), Turnover Intention (X2), and

Counterproductive Work Behavior (Y) has met the validity requirements. This is demonstrated by the r-count values of all items exceeding the corresponding r-table value. Hence, the instruments used to measure the variables in this study can be declared valid.

b. Reliability Test

To ensure data consistency, the measurement tools were subjected to Cronbach's Alpha testing, with values of 0.60 or higher indicating satisfactory reliability. The resulting metrics are summarized below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilitas	Description
Compensation (X1)	.920	9	0.60	Reliable
Turnover Intention (X2)	.961	12		
Counterproductive Work Behavior (Y)	.967	18		

Source: Processed Data, 2026

The reliability analysis presented in Table 2 shows that the Compensation (X1), Turnover Intention (X2), and Counterproductive Work Behavior (Y) variables have Cronbach's Alpha coefficients of 0.920, 0.961, and 0.967, respectively. Since all coefficients are higher than the required value of 0.60, the instruments used to measure these variables can be considered reliable.

Classical Assumption Test

a. Normality Test

Residual normality was verified using the Kolmogorov-Smirnov method. A *p*-value exceeding 0.05 confirms that the normality condition is met, as detailed below.

Table 3. Normality Test Results

Test	Value
N (Sample)	89
Test Statistic	.079
Asymp.Sig.(2-tailed)	.200 ^{c,d}

Source: Processed Data, 2026

Based on the normality test results presented in Table 3, the Asymp. Sig. (2-tailed) value was 0.200, exceeding the significance level of 0.05. Therefore, the residuals can be considered normally distributed, indicating that the normality assumption for subsequent statistical analysis has been satisfied.

b. Linearity Test

To examine whether the variables share a linear pattern, a Test for Linearity was executed. Linearity is confirmed when the Sig. Linearity threshold falls

below 0.05 alongside a Sig. Deviation from Linearity exceeding 0.05. The corresponding outcome is presented below:

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Counterproductive Work Behavior * Compensation	.010	.065	Linear
Counterproductive Work Behavior * Turnover Intention	.001	.057	

Source: Processed Data, 2026

Based on the linearity test presented in Table 4, Compensation (X1) and Turnover Intention (X2) are both found to have a linear association with Counterproductive Work Behavior (Y). The results are supported by the Sig. Linearity values being below 0.05, while the Sig. Deviation from Linearity values for both variables are above 0.05.

c. Multicollinearity Test

To ensure the statistical integrity of the regression model, a multicollinearity test was conducted to detect potential high inter-correlations among the independent variables. The corresponding output is summarized in the table below:

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Compensation	.966	1.035
Turnover Intention	.966	1.035

Dependent Variable: Counterproductive Work Behavior

Source: Processed Data, 2026

The multicollinearity test results presented in Table 5 indicate that the independent variables are free from multicollinearity. This is supported by the Tolerance value of 0.966, which exceeds 0.10, and the VIF value of 1.035, which remains below the threshold of 10.00.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression was executed to capture both the combined and specific impacts of the independent variables on the dependent variable. The resulting regression estimates are summarized in the following table:

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.043	.428		7.115	.000
	Compensation	-.128	.061	-.207	-2.090	.040
	Turnover Intention	.292	.084	.345	3.493	.001
a. Dependent Variable: Counterproductive Work Behavior						

Source: Processed Data, 2026

Based on the multiple linear regression results presented in Table 6, the regression model can be formulated and interpreted as follows:

$$Y = 3.043 - 0.128X_1 + 0.292X_2$$

- 1) The constant value of 3.043 suggests that in the absence of Compensation (X1) and Turnover Intention (X2), the predicted level of Counterproductive Work Behavior (Y) remains at 3.043.
- 2) The Compensation regression coefficient (b1) is -0.128, which reflects an inverse relationship. This suggests that for every one-unit increase in Compensation, Counterproductive Work Behavior is expected to decline by 0.128 units.
- 3) The regression coefficient of Turnover Intention (b2) is 0.292, showing a positive relationship. This indicates that every one-unit increase in Turnover Intention is associated with a 0.292-unit rise in Counterproductive Work Behavior.

b. Correlation Coefficient Analysis (R)

Data below presents the direction and intensity of the relationship between variables, as measured by the Product Moment correlation test:

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 ^a	.188	.169	.45615
Predictors: (Constant), Turnover Intention, Compensation.				

Source: Processed Data, 2026

Based on the results of the correlation coefficient test presented in Table 7, the correlation coefficient of Compensation (X1) and Turnover Intention (X2) with Counterproductive Work Behavior (Y) is 0.434. This value indicates a moderate level of correlation, as it lies within the coefficient range of 0.40–0.599.

c. Determination Coefficient (R²)

Based on the coefficient of determination shown in Table 7, the R Square value of 0.188 demonstrates that Compensation (X1) and Turnover Intention (X2)

explain 18.8% of the variation in Counterproductive Work Behavior (Y). The other 81.2% can be attributed to factors not included in the research model.

d. Simultaneous Test

An F-test was conducted to assess the combined impact of the independent variables on the dependent variable, as summarized in the table below.

Table 8. Simultaneous Test Results

Model	Sum of Squares	Mean Square	F	Significance
Regression	4.152	2.076	9.978	.000 ^b
Residual	17.894	.208		

Dependent Variable: Counterproductive Work Behavior.
Predictors: (Constant), Turnover Intention, Compensation.

Source: Processed Data, 2026

Based on the F-test results presented in Table 8, the calculated F value of 9.978 exceeds the critical F value of 3.103, with a significance value of $0.000 < 0.05$. Therefore, H3 is supported. These findings demonstrate that the regression model is statistically significant when considered simultaneously, indicating that Compensation (X1) and Turnover Intention (X2) jointly exert a significant influence on Counterproductive Work Behavior (Y).

e. Partial Test

Each independent variable was evaluated individually via a partial test to measure its specific impact on the dependent variable, with the detailed results outlined in the table below.

Table 9. Partial Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.043	.428		7.115 .000
	Compensation	-.128	.061	-.207	-2.090 .040
	Turnover Intention	.292	.084	.345	3.493 .001

a. Dependent Variable: Counterproductive Work Behavior

Source: Processed Data, 2026

Based on the partial test results in Table 9:

- 1) The t-test results show that the Compensation (X1) variable has a t-value of -2.090 and a significance level of 0.040, which is below the 0.05 threshold. Therefore, H1 is accepted, demonstrating that Compensation has a significant negative effect on Counterproductive Work Behavior (Y).
- 2) The Turnover Intention (X2) variable obtained a t-value of 3.493 and a significance level of 0.001, which is lower than 0.05. Therefore, H2 is accepted,

demonstrating that Turnover Intention has a significant positive influence on Counterproductive Work Behavior (Y).

DISCUSSION

The Effect of Compensation (X1) on Counterproductive Work Behavior (Y)

The findings of this study demonstrate that Compensation (X1) exerts a significant negative influence on Counterproductive Work Behavior (Y), as evidenced by a t-value of -2.090 and a significance value of 0.040 , which is below the 0.05 threshold. With a regression coefficient of -0.128 , compensation is negatively associated with employees' counterproductive work behavior, meaning that an increase in compensation tends to reduce such behavior. This finding is consistent with Saputra, Astaginy, and Hendrik (2025), who reported that appropriate compensation significantly influences counterproductive work behavior, as proper compensation can suppress the emergence of counterproductive behaviors in organizations. Similarly, Wardani and Yousef (2018) found that compensation, in the form of salary, significantly affects employees' deviant behavior at the workplace. Providing employees with better compensation may decrease the likelihood of counterproductive work behavior.

The Effect of Turnover Intention (X2) on Counterproductive Work Behavior (Y)

The findings further indicate that Turnover Intention (X2) significantly and positively influences Counterproductive Work Behavior (Y), as demonstrated by a t-value of 3.493 and a significance level of 0.001 , which is lower than 0.05 . With a regression coefficient of 0.292 , turnover intention has a positive effect on employees' counterproductive work behavior, indicating that the behavior increases as turnover intention increases. This result aligns with Amalia and Zakiy (2021), who found that turnover intention influences employees' counterproductive work behavior. Research by Korir, Kemboi, and Bonuke (2022) demonstrated that turnover intention significantly contributes to workplace deviance. Employees with a higher intention to leave their company tend to have a greater likelihood of demonstrating counterproductive work behavior.

The Effect of Compensation (X1) and Turnover Intention (X2) on Counterproductive Work Behavior (Y)

The simultaneous analysis reveals that Compensation (X1) and Turnover Intention (X2), as a combined set of variables, significantly influence Counterproductive Work Behavior (Y). An F-value of 9.978 was obtained, which surpassed the F-table value of 3.103 and indicated a significance level of $p < 0.001$. Furthermore, the coefficient of determination (R^2) value of 0.188 indicates that the two independent variables account for 18.8% of the variation in Counterproductive Work Behavior. The remaining 81.2% can be attributed to other factors that are not included in the research model.

Studies directly examining the combined effect of compensation and turnover intention on counterproductive work behavior are still limited. Therefore, this study draws on previous research linking each independent variable to workplace deviance. The findings are consistent with the study

conducted by Kamau (2022), which demonstrated a significant association between turnover intention and workplace deviance. Similarly, Wardani and Yousef (2018) found that compensation plays a significant role in influencing employees' deviant behavior. Thus, compensation and turnover intention are related to the emergence of counterproductive work behavior in employees.

CONCLUSIONS AND RECOMMENDATIONS

The findings reveal that Compensation and Turnover Intention have a moderate relationship with Counterproductive Work Behavior, as indicated by the correlation coefficient (R) of 0.434. Simultaneously, the two independent variables have a significant influence on counterproductive work behavior, indicated by an F-value of 9.978 and a significance level of $p < 0.001$. The R^2 value of 0.188 demonstrates that Compensation and Turnover Intention account for 18.8% of the variation in counterproductive work behavior, whereas the remaining 81.2% can be attributed to other factors not examined in this study.

The findings indicate that Compensation significantly and negatively influences counterproductive work behavior ($t = -2.090$, $p = 0.040 < 0.05$). In contrast, Turnover Intention demonstrates a significant positive influence on counterproductive work behavior ($t = 3.493$, $p = 0.001 < 0.05$). These relationships are reflected in the regression equation: $Y = 3.043 - 0.128X_1 + 0.292X_2$. The respondents were predominantly male employees aged 30–39 years, with a high school education, working in administrative/staff roles, having less than five years of service, earning between IDR 3,000,000–4,999,999 per month, unmarried, and without dependents. These findings suggest that increasing compensation can reduce the tendency for counterproductive work behavior, while higher turnover intention can increase the likelihood of such behavior among employees.

ADVANCED RESEARCH

Future research is encouraged to examine additional variables that could contribute to Counterproductive Work Behavior, as a substantial proportion of its variance remains attributable to factors not covered by the current model. Additional variables, including job satisfaction, work stress, work environment, organizational culture, and leadership style, may be incorporated to provide more comprehensive research findings. Additionally, research can be enhanced by increasing the sample size, expanding the study population, and employing more varied analytical methods to improve the scope and generalizability of the findings.

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