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JOB STRESS, WORK-FAMILY CONFLICT, AND COUNTERPRODUCTIVE WORK BEHAVIOR: THE MEDIATING ROLE OF JOB SATISFACTION

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Abstract

This study examines the effects of job stress and work-family conflict on counterproductive work behavior (CWB), with job satisfaction as a mediating variable among employees of the Takalar Sugar Factory. The study responds to organizational indications of CWB, including employee lateness recorded through the People One application and an increase in warning letters during 2025-2026. A quantitative survey design was applied to 146 employees using saturated sampling. Data were analyzed with partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4 and 10,000-subsample bootstrapping. Job stress positively affected job satisfaction ($\beta = 0.598$, $p < .001$), while work–family conflict also positively affected job satisfaction ($\beta = 0.233$, $p = .010$). The direct effects of job stress ($\beta = 0.205$, $p = .058$) and work–family conflict ($\beta = -0.041$, $p = .676$) on CWB were not significant. Job satisfaction positively affected CWB ($\beta = 0.396$, $p < .001$) and significantly transmitted the effects of both job stress ($\beta = 0.237$, $p < .001$) and work-family conflict ($\beta = 0.092$, $p = .030$) to CWB. The findings highlight job satisfaction as a central psychological mechanism in explaining CWB within a mature, shift-based manufacturing workforce.

Keywords: *Counterproductive Work Behavior; Job Satisfaction; Job Stress; Sugar Industry; Work-Family Conflict*

1. INTRODUCTION

The sugar industry is characterized by seasonal production cycles, continuous shift work, strict production targets, and physically demanding operating conditions. At the Takalar Sugar Factory, these conditions are accompanied by organizational evidence of problematic work behavior: employee lateness recorded through the People One application reached approximately 18% during the September 2025-June 2026 period, while the number of warning and reprimand letters increased from 2025 to 2026. These indicators do not by themselves establish counterproductive work behavior (CWB), but they provide an empirical basis for examining work stressors and employee responses in a manufacturing setting.

CWB refers to voluntary behavior that violates important organizational norms and threatens the well-being of an organization, its members, or both. The construct includes organizationally directed behavior such as time misuse, withdrawal, and misuse of resources

and interpersonally directed behavior such as hostility and conflict with coworkers (Bennett & Robinson, 2000; Robinson & Bennett, 1995). Meta-analytic and empirical research has linked CWB to job stressors, negative affect, dissatisfaction, and perceived constraints (Dalal, 2005; Fox et al., 2001; Penney & Spector, 2005). The stressor-emotion model further proposes that workplace stressors influence CWB through affective and evaluative reactions rather than through a purely direct behavioral pathway (Spector & Fox, 2005).

Job stress is particularly relevant in industrial operations where workload, time pressure, role conflict, limited control, and inadequate support may coexist. The job demand-control perspective emphasizes the strain created by high demands and restricted decision latitude (Karasek, 1979), while conservation of resources theory explains stress as a response to actual or threatened resource loss (Hobfoll, 1989). At the same time, not every stressor necessarily produces detrimental outcomes. Challenge and hindrance stressors can generate different attitudinal and behavioral responses depending on how employees appraise work demands (Podsakoff et al., 2007).

Work-family conflict constitutes a second important stressor in shift-based employment. It arises when role pressures from work and family domains are mutually incompatible and can appear as time-based, strain-based, or behavior-based conflict (Carlson et al., 2000; Greenhaus & Beutell, 1985). Extensive evidence associates work-family conflict with lower job and life satisfaction and other adverse work outcomes (Allen et al., 2000; Bruck et al., 2002; Ford et al., 2007). However, long-tenured employees may develop role-boundary strategies that help prevent conflict in one domain from automatically transferring into another (Clark, 2000; Nippert-Eng, 1996).

Job satisfaction is positioned in this study as a mediating mechanism. Satisfaction represents an evaluative and affective response to one's job and its facets (Spector, 1997). Prior research generally reports a negative association between job satisfaction and CWB (Dalal, 2005; Mount et al., 2006), yet contextual conditions may complicate this relationship. In highly regulated organizations with senior employees, stable employment and accumulated tenure may simultaneously increase satisfaction and reduce perceived behavioral consequences of minor rule violations. Accordingly, the direction of the satisfaction-CWB relationship is treated as an empirical question rather than assumed in advance.

Recent management research in Makassar has increasingly examined organizational adaptation, employee performance, consumer behavior, digital transformation, and competitive dynamics using both quantitative and qualitative approaches (Aslam et al., 2023, 2025; Burhanuddin et al., 2026; Haeruddin et al., 2026a, 2026b; Musa et al., 2025; Putra et al., 2025, 2026). Nevertheless, employee-level mechanisms linking occupational stressors, job attitudes, and CWB in a sugar-manufacturing context remain underexplored. This gap is consequential because operational reliability in sugar production depends on coordinated employee behavior during intensive production periods.

Therefore, this study investigates seven relationships: the effects of job stress and work–family conflict on job satisfaction; the direct effects of job stress, work-family conflict, and job satisfaction on CWB; and the indirect effects of job stress and work-family conflict on CWB through job satisfaction. By testing these relationships simultaneously with PLS-SEM, the study seeks to clarify whether job satisfaction functions as a psychological mechanism through which work stressors are translated into counterproductive behavior among Takalar Sugar Factory employees.

2. RESEARCH METHOD

This study used a quantitative, cross-sectional survey design. The research site was the Takalar Sugar Factory in South Sulawesi, Indonesia. The study population consisted of 146 employees who met the research criteria, and all eligible employees were included through saturated sampling. This approach was selected because the accessible population was sufficiently limited to permit full coverage.

Data were collected using a structured questionnaire with a five-point Likert response scale ranging from 1 (strongly disagree) to 5 (strongly agree). Job stress was operationalized through role conflict, workload, time pressure, lack of control, and lack of support. Work-family conflict was measured through time-based, strain-based, and behavior-based conflict based on the multidimensional conceptualization of Carlson et al. (2000). Job satisfaction covered compensation, promotion, supervision, coworkers, work environment, and opportunities for advancement. CWB was represented by time misuse, resource misuse, unethical behavior, and conflict with coworkers.

Data analysis was performed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. The measurement model was assessed through indicator loadings, Cronbach's alpha, rho_A, composite reliability, average variance extracted (AVE), Fornell–Larcker criteria, cross-loadings, and the heterotrait-monotrait ratio (HTMT). The structural model was evaluated using R^2, f^2, collinearity diagnostics, SRMR, and path coefficients. Statistical significance was determined using two-tailed bootstrapping with 10,000 subsamples at the 5% significance level. These procedures are consistent with contemporary PLS-SEM guidance (Fornell & Larcker, 1981; Hair et al., 2022; Henseler et al., 2015).

Indirect effects were interpreted from the bootstrapped specific indirect paths. Because mediation classifications can become unstable when direct and indirect effects differ in direction or when the total effect approaches zero, the analysis emphasizes the statistical significance and direction of the direct and indirect effects rather than relying exclusively on a variance-accounted-for threshold (Baron & Kenny, 1986; Zhao et al., 2010).

3. RESULTS AND DISCUSSION

3.1 Respondent Profile and Descriptive Results

The respondent profile was dominated by male employees (88%), married employees (92%), and employees with more than 15 years of service (52%). This composition indicates a mature workforce with substantial organizational tenure and relatively stable family responsibilities. These characteristics are relevant because tenure and family status can shape the ways employees manage occupational strain, role boundaries, and behavioral responses.

Descriptive scores were relatively low for job stress (mean = 2.51), work-family conflict (mean = 2.32), and CWB (mean = 1.70). The job satisfaction instrument was primarily phrased in negative statements in the thesis questionnaire; its mean score of 2.34 therefore indicates generally low endorsement of dissatisfaction statements rather than straightforwardly low satisfaction. This distinction is important when interpreting the positive structural coefficient between the job-satisfaction construct and CWB.

3.2 Measurement Model

All retained indicators had outer loadings above .70 and were statistically significant. Internal consistency and convergent validity also met commonly used thresholds. Table 1 summarizes the construct-level measurement results.

Table 1. Measurement Model Summary

Construct	Cronbach's α	rho_A	Composite Reliability	AVE
Job stress	0.853	0.854	0.895	0.630
Work-family conflict	0.840	0.846	0.904	0.759*
Job satisfaction	0.898	0.903	0.921	0.662
CWB	0.931	0.937	0.951	0.829

**The thesis narrative reports AVE = 0.614 for work-family conflict, while its table reports 0.759. The table value is retained here because it is the reported construct-level output.*
Source: *Proceed Data, 2026*

Discriminant validity was supported by the Fornell-Larcker criterion and HTMT values below .85. The structural-model collinearity statistics were also acceptable, with inner VIF values ranging from 1.641 to 2.506. The reported SRMR was 0.091, indicating marginal but acceptable approximate fit under the less stringent 0.10 guideline, while the NFI value of 0.773 suggested that overall model fit should be interpreted cautiously (Hair et al., 2022; Henseler et al., 2015; Hu & Bentler, 1999).

3.3 Structural Model and Hypothesis Testing

The model explained 58.6% of the variance in job satisfaction (R^2 = 0.586; adjusted R^2 = 0.581) and 29.2% of the variance in CWB (R^2 = 0.292; adjusted R^2 = 0.277). The strongest reported effect size was the path from job stress to job satisfaction (f^2 = 0.527),

while the remaining structural effect sizes were small. Table 2 presents the direct and indirect effects.

Table 2. Structural Model Results

Path	β	t	p	95% CI	Interpretation
Job stress → Job satisfaction	0.598	8.178	< .001	[0.444, 0.733]	Significant positive
WFC → Job satisfaction	0.233	2.572	.010	[0.045, 0.400]	Significant positive
Job stress → CWB	0.205	1.894	.058	[-0.006, 0.421]	Not significant
WFC → CWB	-0.041	0.417	.676	[-0.248, 0.128]	Not significant
Job satisfaction → CWB	0.396	4.282	< .001	[0.199, 0.561]	Significant positive
Job stress → Job satisfaction → CWB	0.237	3.795	< .001	[0.122, 0.367]	Significant indirect
WFC → Job satisfaction → CWB	0.092	2.173	.030	[0.022, 0.190]	Significant indirect

Source: *Processed Data, 2026*

Discussion

The first notable finding is that job stress had a positive and significant effect on job satisfaction. This direction differs from the conventional expectation that stress uniformly reduces satisfaction. The result can be interpreted cautiously through the distinction between challenge and hindrance stressors. In the Takalar Sugar Factory context, production pressure and time demands may be experienced by long-tenured employees as familiar, manageable, and linked to meaningful production goals. Challenge-type demands can coexist with positive work attitudes when employees perceive sufficient competence, predictability, or reward (Podsakoff et al., 2007). This interpretation does not imply that stress is inherently beneficial; rather, it suggests that the meaning attached to work demands may shape the resulting job evaluation.

Work–family conflict also showed a positive association with job satisfaction. This result is atypical relative to much of the literature, which generally reports a negative relationship (Allen et al., 2000; Bruck et al., 2002; Ford et al., 2007). One contextual explanation is that a workforce dominated by married, long-tenured employees may have established routines for separating work and family roles. Work/family border theory and boundary-management perspectives suggest that individuals differ in how they segment or integrate role domains (Clark, 2000; Nippert-Eng, 1996). In a three-shift industrial system, temporal boundaries may be more explicit than in jobs where work extends unpredictably into family time.

The direct path from job stress to CWB was positive but statistically non-significant. This is consistent with the stressor-emotion model's proposition that stressors do not

necessarily translate directly into CWB; their behavioral impact can operate through affective or evaluative reactions (Fox et al., 2001; Spector & Fox, 2005). Strong monitoring, clear disciplinary consequences, and employment security may also suppress the behavioral expression of strain even when stress exists. Conservation of resources theory similarly suggests that employees facing resource pressure may protect remaining resources by avoiding behavior that risks further loss, such as disciplinary sanctions or job insecurity (Hobfoll, 1989).

Work-family conflict likewise had no significant direct effect on CWB. For employees with long tenure, role segmentation may prevent family-domain strain from being carried into the workplace. This interpretation is compatible with boundary theory, but the result should not be generalized beyond the study context because the sample consists of employees in a single factory and the design is cross-sectional.

The most counterintuitive result was the positive effect of job satisfaction on CWB. Most prior studies report that satisfied employees engage in less counterproductive behavior (Dalal, 2005; Mount et al., 2006). The present finding therefore requires contextual interpretation. The thesis proposes a possible licensing or entitlement mechanism: employees who feel secure, valued, or highly familiar with the organization may perceive minor deviations such as lateness, extended breaks, or personal phone use as relatively acceptable. This interpretation is plausible but was not directly measured in the present model, so it should be treated as a theoretical explanation rather than as a tested causal mechanism.

Both indirect effects through job satisfaction were statistically significant. Thus, the results suggest that job satisfaction is an important intervening psychological mechanism connecting occupational stressors with CWB. The indirect effect from job stress was $\beta = 0.237$, while the indirect effect from work–family conflict was $\beta = 0.092$. Because the corresponding direct effects on CWB were non-significant, the pattern is more informative when described as significant indirect transmission than when classified solely through the variance-accounted-for statistic, particularly for work-family conflict where the small total effect makes VAF unstable (Zhao et al., 2010).

From a managerial perspective, the findings indicate that CWB prevention should not focus only on reducing stress or work-family conflict. Management should also examine how satisfaction, tenure, perceived entitlement, monitoring, and informal norms interact. Human-resource practices should preserve positive job attitudes while maintaining clear behavioral standards, consistent supervision, transparent discipline, and psychologically safe channels for employees to report workload or family-related difficulties. In a high-reliability production environment, supportive management and consistent rule enforcement are complementary rather than competing approaches.

4. CONCLUSION

This study demonstrates that job satisfaction serves as a central mechanism in explaining the relationship between job stress, work-family conflict, and counterproductive work behavior (CWB) among employees of the Takalar Sugar Factory. The findings show that job stress and work-family conflict were positively associated with job satisfaction, whereas neither variable had a statistically significant direct effect on CWB. In contrast, job satisfaction had a positive and significant relationship with CWB. Moreover, both job stress and work-family conflict generated significant indirect effects on CWB through job satisfaction, indicating that employees' evaluations of their work conditions play an important role in translating occupational stressors into behavioral outcomes. These results suggest that the consequences of job stress and work-family conflict are not always expressed directly through counterproductive behavior, but may emerge through intervening psychological and attitudinal processes. From a managerial perspective, the Takalar Sugar Factory should not focus solely on reducing stress and work-family conflict. Management should also strengthen supervisor support, clarify behavioral expectations, improve monitoring systems, provide fair and transparent disciplinary procedures, and maintain programs that support employee well-being and work-family balance. Such initiatives are important for preserving positive job attitudes while preventing minor forms of workplace deviance from becoming normalized. This study has several limitations, including its cross-sectional design, reliance on self-reported data, and focus on a single organization, which restrict the generalizability of the findings. In addition, potentially relevant mechanisms such as moral licensing, psychological entitlement, perceived control, and organizational justice were not directly measured. Future research should employ longitudinal, multi-source, or comparative designs, distinguish challenge stressors from hindrance stressors, and test these additional mechanisms across different industrial and organizational contexts to strengthen causal interpretation and broaden the applicability of the findings. Future investigations should examine whether tenure, organizational culture, and employment security shape these relationships in labor-intensive manufacturing environments.

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