

The Influence of Task Conflict and Abusive Supervision on Counterproductive Work Behavior: Emotional Intelligence as a Moderator Variable

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Abstract

Counterproductive Work Behavior is behavior that can harm the organization through decreased productivity, damage to assets, and disruption of work relationships between employees. This research aims to examine the influence of task conflict and abusive supervision on counterproductive work behavior and analyze the role of emotional intelligence as a moderator variable in these relationships. This research is based on Affective Events Theory and uses a quantitative approach. Primary data was collected through an online questionnaire on 215 active employees in formal organizations domiciled in the Special Region of Yogyakarta with a minimum working period of one year using the purposive sampling technique. Data analysis was carried out using the PLS-SEM method with the help of SmartPLS 4 software. The results of the study showed that abusive supervision had a positive and significant effect on counterproductive work behavior, while task conflicts did not have a significant effect on counterproductive work behavior. In addition, emotional intelligence has not been shown to moderate the influence of task conflicts or abusive supervision on counterproductive work behavior. The research model was able to explain the variation in counterproductive work behavior by 56.4%. These findings indicate that abusive supervision behavior is a more dominant factor in encouraging the emergence of counterproductive work behavior than task conflict, while emotional intelligence has not been able to weaken the influence of these two variables. Therefore, organizations are advised to strengthen ethical supervision practices and provide secure and anonymous reporting mechanisms to minimize counterproductive work behavior.

INTRODUCTION

The success of an organization depends heavily on the integrity and productivity of its human resources, but currently many companies are facing serious challenges in the form of rampant counterproductive work behavior (CWB), which is deliberate actions such as production irregularities, sabotage, and interpersonal aggression that are financially detrimental and damage the work climate, not only that is delayed tasks, extended rest periods, delays arrivals, neglect of supervision instructions, and other adverse actions, so it is important to understand the triggers in order to prevent serious impacts on the company and colleagues. This phenomenon often appears as a form of employee venting to an unhealthy work environment, where accumulated stress encourages them to "take revenge" against the organization or co-workers. Although organizational performance is closely linked to employee contributions, some workers actually undermine organizational value through the CWB, triggered by high job demands and variations in individual characteristics that require credible

human resources to design and implement management from planning to evaluation. (Ones & Dilchert, 2013) (Chang & Smithikrai, 2010) (Supriyani & Santoso, 2023)

This condition becomes even more relevant if it is associated with the dynamics of the job market in the Special Region of Yogyakarta. In the midst of fierce job competition and limited job availability, employees tend to be reluctant to immediately resign (turnover) despite being under the pressure of a heavy work environment or facing high work stress. Instead of pursuing an exit strategy, many employees choose to stay in the organization but vent their frustration through hidden destructive actions. This creates a workplace dilemma in which employees who remain with the organization despite workplace stressors and abusive supervision may express their emotional strain through covert counterproductive work behavior as a coping mechanism.

The impact of this phenomenon cannot be underestimated. Financially, CWB clearly harms organizations through waste of resources and decreased productivity. However, the resulting non-financial impact is much more dangerous and long-term, namely the erosion of trust in the team. In a formal organization, the loss of trust between team members and leaders is a very costly loss, because it damages the climate of collaboration and coordination that is the main foundation of organizational effectiveness. When behaviors such as interpersonal aggression or neglect of instruction begin to be taken for granted, then the integrity of the organization as a whole is under serious threat.

Based on this phenomenon, it is important to examine more deeply the factors that trigger the emergence of this behavior. One of the crucial factors that often arise in the dynamics of teamwork is the disharmony of work performance that arises as a task conflict, where differences of opinion about the content and way of completing tasks turn into environmental stressors that make employees feel threatened, so that chronic conflicts no longer encourage innovation but rather trigger cognitive frustration, work deviations, or withdrawal in response to tension as confirmed by research and which indicates the higher the task conflict, the greater the tendency of the CWB. Conflict itself is defined as the perception, feeling, or behavior of one individual that is at odds with another, unavoidable in an organization because it becomes the core of tension when individuals are interdependent in structures that limit their behavior, and every aspect of the organizational context that creates order as well as coordination of efforts has the potential to trigger it Eissa & Lester (2024) Pereira & Porto (2025) (McCarter dkk., 2018) (Gelfand dkk., 2008; Jehn, 1995)

The phenomenon of counterproductive work behavior (CWB) is exacerbated by toxic supervision, especially abusive supervision in which superiors abuse power to mock, belittle, or treat subordinates harshly, thus creating intense interpersonal pressure that drains emotional resources, destroys psychological contracts, lowers employee commitment, and encourages "retaliation" through deviant actions as well as so-called abusive supervision as a strong predictor of CWB in various industries. This abusive supervision is an important antecedent to CWB, in which harassed employees respond negatively to superiors with counterproductive behavior, as supervisors use authority in an oppressive and vindictive manner, including mocking and humiliating subordinates in public. Li & Xu (2025) Sabir dkk. (2024) (Inness dkk., 2005; Mitchell & Ambrose, 2007; Tepper, 2000, 2007) (Ashforth, 1997) (Mitchell & Ambrose, 2007)

Counterproductive work behaviors (CWBs) do not always appear uniformly in every employee, even if they are in the same work environment surrounded by stressors such as conflict and poor supervision, thus demonstrating the importance of the role of individual differences in managing emotions, especially through emotional intelligence as an internal resource that helps individuals cope with stress. Employees with high emotional intelligence usually have better self-regulation skills, so they can resist impulsive impulses to perform CWB even under the pressure of duty or abusive treatment of their superiors, although under certain conditions their limitations are still seen in resisting the destructive effects of highly abusive leaders. Emotional intelligence itself refers to the ability of individuals to adjust, understand, regulate, control, and use the emotions of themselves and others in responding to situations in the work environment, so that employees who have emotional intelligence tend to show more positive, innovative, and productive work behavior, and are able to respond to organizational political dynamics in a constructive manner. Based on the gap in existing research results and the importance of efforts keeping employee productivity from the threat of deviant behavior, this study aims to re-examine the role of emotional intelligence as a moderation variable in influencing the relationship between Task Conflict and Abusive supervision to Counterproductive Work Behavior. (Oteng et al., 2025; Supriyani & Santoso, 2023) (Oteng et al., 2025; Supriyani & Santoso, 2023) (Mayer, 2004; Vough & Caza, 2017) (De Clercq et al., 2014; Matta et al., 2014).

Based on the gap in existing research results and the importance of efforts keeping employee productivity from the threat of deviant behavior, this study aims to re-examine the role of emotional intelligence as a moderation variable in influencing the relationship between Task Conflict and Abusive supervision to Counterproductive Work Behavior. Specifically, this study aims to test and analyze the positive influence of task conflict on counterproductive work behavior, test and analyze the positive influence of abusive supervision on counterproductive work behavior, as well as test and analyze the role of emotional intelligence in moderating the relationship between task conflict and counterproductive work behavior, and test and analyze the role of emotional intelligence in moderating the relationship between abusive supervision and counterproductive work behavior.

The findings of this research are expected to provide both theoretical and practical benefits. Theoretically, this study contributes to the development of organizational behavior literature, particularly in enriching the application of Affective Events Theory (AET) by providing empirical evidence on how different types of workplace stressors (task conflict versus abusive supervision) influence counterproductive work behavior differently, and how individual emotional resources interact with these stressors. This study also offers a critical perspective on the boundary conditions of emotional intelligence as a moderating variable, challenging the assumption that emotional intelligence is universally effective in mitigating the negative effects of workplace stressors. Practically, the results of this study are expected to serve as valuable input for organizational leaders and human resource practitioners in designing more effective intervention strategies to prevent and minimize counterproductive work behavior. Specifically, organizations are advised to strengthen ethical supervision practices, provide secure and anonymous reporting mechanisms for employees experiencing abusive treatment, and develop emotional intelligence training programs that are tailored to the specific types of workplace stressors employees face. Furthermore, this research provides insights for

policymakers and organizational development consultants in creating a healthier and more supportive work environment that prioritizes respectful leadership, constructive conflict management, and employee well-being, thereby reducing the prevalence of counterproductive behaviors and enhancing overall organizational productivity and sustainability.

METHOD

This study used a SmartPLS-based quantitative approach to examine the influence of task conflict and abusive supervision on counterproductive work behavior, with emotional intelligence as a moderator variable, where data was collected from 215 employee respondents in DIY Province who were selected through purposive sampling techniques with criteria of a minimum working period of one year and working in a clearly hierarchical organizational structure, using a Likert Scale 1–5 questionnaire that was distributed online for two weeks, then analyzed through the stages of external model evaluation (loading factor, AVE, Cronbach's Alpha, and Composite Reliability), model fit test (NFI and SRMR), and inner model (R^2 , f^2 , and bootstrapping) to test the four research hypotheses that have been formulated.

RESULTS AND DISCUSSION

Evaluation of Measurement Models (Outer Model)

1. Validity Test

a. Validates Convergent (Convergent Validity)

Table 4.1 Results of Outer Loading Convergent Validity Test

Instruments	Conflict of Duty	Abusive Supervision	Counterproductive Work Behavior	Emotional Intelligence	Limits Ambang	Remarks
KT2	0.847				0,60-0,70	Valid
KT3	0.876				0,60-0,70	Valid
KT4	0.759				0,60-0,70	Valid
KA1		0.796			0,60-0,70	Valid
KA2		0.829			0,60-0,70	Valid
KA3		0.873			0,60-0,70	Valid
KA4		0.767			0,60-0,70	Valid
KA5		0.832			0,60-0,70	Valid
KA6		0.816			0,60-0,70	Valid
KA7		0.817			0,60-0,70	Valid
KA8		0.802			0,60-0,70	Valid
KA9		0.868			0,60-0,70	Valid
KA10		0.813			0,60-0,70	Valid
KA11		0.835			0,60-0,70	Valid
PKK1			0.714		0,60-0,70	Valid
PKK2			0.799		0,60-0,70	Valid
PKK3			0.817		0,60-0,70	Valid
PKK4			0.654		0,60-0,70	Valid
PKK5			0.840		0,60-0,70	Valid

Instruments	Conflict of Duty	Abusive Supervision	Counterproductive Work Behavior	Emotional Intelligence	Limits Ambang	Remarks
PKK6			0.829		0,60-0,70	Valid
PKK7			0.821		0,60-0,70	Valid
PKK8			0.711		0,60-0,70	Valid
PKK9			0.841		0,60-0,70	Valid
PKK10			0.844		0,60-0,70	Valid
PKK11			0.838		0,60-0,70	Valid
PKK12			0.774		0,60-0,70	Valid
PKK13			0.728		0,60-0,70	Valid
PKK14			0.717		0,60-0,70	Valid
KE2				0.665	0,60-0,70	Valid
KE7				0.761	0,60-0,70	Valid
KE8				0.777	0,60-0,70	Valid
KE9				0.739	0,60-0,70	Valid
KE10				0.646	0,60-0,70	Valid
KE11				0.705	0,60-0,70	Valid
KE12				0.660	0,60-0,70	Valid
KE13				0.687	0,60-0,70	Valid
KE14				0.755	0,60-0,70	Valid

Source: Output of SmartPLS 4 data processing, 2026

The results of the model estimation in the second stage showed that all statements for the variables of task conflict, abusive supervision, counterproductive work behavior, and emotional intelligence succeeded in exceeding the loading factor threshold, both above the values of 0.60 and 0.70. Thus, all indicators in this study were declared to be valid in a convergent manner. These findings indicate that the questionnaire instrument used empirically is able to measure the correlation between the indicator score and its latent construct, thereby strengthening the validity of the construct in the constructed measurement model.

Table 2. AVE Test Results Convergent Validity

Variable	Average variance extracted (AVE)	Threshold Limit	Remarks
Emotional Intelligence	0,507	0,50	Valid
Abusive Supervision	0,678	0,50	Valid
Conflict of Duty	0,687	0,50	Valid
Counterproductive Work Behavior	0,613	0,50	Valid

Source: Output of SmartPLS 4 data processing, 2026

The average variance (Variance Extracted) ratio for each latent construct was obtained based on the results of the evaluation of the measurement model, namely emotional intelligence (0.507), abusive supervision (0.678), task conflict (0.687), and counterproductive work behavior (0.613). The entire construct was proven to have an

AVE index greater than 0.50. Thus, this instrument is declared to be convergently valid and feasible to be applied for structural model analysis (Inner model).

b. Discriminant Validity (HTMT)

Table 3. Ratio Value Results Heterotrait-Monotrait (HTMT)

	Heterotrait-Monotrait Ratio (HTMT)	Threshold
Abusive Supervision <-> Emotional Intelligence	0.153	<0.90
Task Conflict <-> Emotional Intelligence	0.240	<0.90
Conflict of Duty <-> Abusive Supervision	0.325	<0.90
Counterproductive Work Behaviors <-> Emotional Intelligence	0.230	<0.90
Counterproductive Work Behavior <-> Abusive Supervision	0.766	<0.90
Counterproductive Work Behavior <-> Task Conflict	0.210	<0.90

Source: Output of SmartPLS 4 data processing, 2026

Based on the results of the estimated Heterotrait-Monotrait ratio (HTMT) in Table 3, all inter-construct coefficients were below the threshold of 0.90, with an HTMT value between abusive supervision and emotional intelligence of 0.153, task conflict against emotional intelligence of 0.240 and against abusive supervision of 0.325, and counterproductive work behavior towards emotional intelligence of 0.230, and abusive supervision of 0.766, and to the conflict of duties of 0.210; Although the correlation between abusive supervision and counterproductive work behavior is quite high, it is still below the critical limit so it does not indicate a data redundancy problem, and overall these results provide strong empirical confirmation that all criteria for discriminant validity have been met, where each latent construct is unique, has clear conceptual limitations, and is worthy of inclusion in the structural model analysis (inner model).

2. Reliability Test (Construct Reliability)

Table 4. Value Cronbach's Alpha

Variable	Cronbach's alpha	Threshold	Remarks
Emotional Intelligence	0.881	0,70	Reliabel
Abusive Supervision	0.952	0,70	Reliabel
Conflict of Duty	0.783	0,70	Reliabel
Counterproductive Work Behavior	0.951	0,70	Reliabel

Source: Output of SmartPLS 4 data processing, 2026

Based on the data in table 4., the high level of reliability and consistency of this questionnaire instrument is evidenced by the acquisition of Cronbach's alpha coefficient of the entire construct which managed to exceed the minimum threshold of 0.70. Specifically, the highest scores were recorded by the abusive supervision variable (0.952), followed by counterproductive work behavior (0.951), emotional intelligence (0.881), and task conflict (0.783). Based on these achievements, all constructs are

declared to have met the criteria of excellent internal reliability and are worthy of inclusion in the next stage of statistical analysis.

Table 5. Value Composite Reliability

Variable	Composite reliability	Threshold	Remarks
Emotional Intelligence	0.902	>0,70	Reliabel
Abusive Supervision	0.958	>0,70	Reliabel
Conflict of Duty	0.868	>0,70	Reliabel
Counterproductive Work Behavior	0.957	>0,70	Reliabel

Source: Output of SmartPLS 4 data processing, 2026

The results in table 5 show that this research instrument is statistically reliable, as evidenced by the Composite Reliability coefficient of the entire construct that successfully exceeds the minimum standard of 0.70. This achievement confirms that the constituent indicators of each variable have a very strong internal consistency in presenting their latent constructs.

Test Model Fit

Table 6. Model Fit Test Results

Parameter	Rule of Thumb	Parameter Values	Remarks
SRMR	Less than 0.10	0,069	Fit
Q Square Predictive Relevance	$Q^2 > 0$ Has Predictive Relevance $Q^2 < 0$ Lack of Predictive Relavance 0.02 (weak) 0.15 (Moderate) 0.35 (Strong)	0,524	Strong Predictive

Source: Output of SmartPLS 4 data processing, 2026

Based on the results of the model fit test in the table above, this structural model is declared valid for analyzing the relationship between latent variables because it is able to represent the data accurately and has a relevant predictive capacity, where the SRMR (Standardized Root Mean Square Residual) value which reflects the standard difference between the observation correlation matrix and the matrix predicted by the model shows a result of 0.069, which is below the maximum threshold of 0.10 and meets the ideal standard < 0.08 so that this research model is declared to have a good level of fit (fit); In addition, the evaluation of Q^2 Predictive Relevance conducted to measure the capacity of structural models in predicting indicators in endogenous constructs, with classification categories of 0.02 (weak), 0.15 (moderate), and 0.35 (strong), showed a Q^2 value for the Counterproductive Work Behavior (CWB) variable of 0.524, which is above the threshold of 0.35, so it can be concluded that the structural model in this study has strong predictive relevance.

Evaluation of Measurement Model (Inner Model)

Table 7. R Value Test Results Square

	R-square	R-square adjusted
Counterproductive Work Behavior	0.564	0.554

Source: Output of SmartPLS 4 data processing, 2026

Referring to the R-Square – Overview menu, the dependent variable of Counterproductive Work Behavior (CWB) resulted in a determination coefficient value of 0.564 with an R-Square Adjusted of 0.554. Based on the classification, this achievement of 0.564 is categorized as a moderate to strong model (Moderate to substantial). Statistically, these results indicate that 56.4% of variations in the level of counterproductive work behavior of employees can be explained by the variables of task conflict, abusive supervision, and their interaction with emotional intelligence as a predictor of moderation. The remaining 43.6% of the variance was influenced by factors other than the testing model. This contribution that exceeds the 50% figure proves that the hypothesized model is excellent and relevant for mapping the triggers for employees' destructive actions in the workplace. Hair dkk . (2017)

Table 8. Results Uji Effect size (f^2)

	WED	THAT	KT	PKK
Emotional Intelligence				0.029
Abusive Supervision				0.936
Conflict of Duty				0.000
Counterproductive Work Behavior				
Emotional Intelligence x Task Conflict				0.002
Emotional Intelligence x Abusive Supervision				0.004

Source: Output of SmartPLS 4 data processing, 2026

Based on the results of table 8, it can be explained that the direct path from the Emotional Intelligence moderator variable to CWB produces an f^2 value of 0.029 which is in the category of small effect size, indicating that employees' internal emotional control independently plays a limited role in suppressing the emergence of deviant actions when compared to the impact of external factors of the supervision; meanwhile, the Abusive supervision path towards CWB resulted in a very massive f^2 value of 0.936, well above the threshold of 0.35, which indicates a large effect size and provides a strong indication that abusive or arbitrary treatment from direct superiors is the most dominant and destructive trigger in the respondent's work environment, in contrast to the Conflict of Duty path which actually results in an f^2 value of 0.000. indicates no effect size or any proportional contribution to CWB variance, which is most likely due to professional differences of opinion regarding the task perceived by the respondent as normal and not triggering a desire to act counterproductively; As for the effect of moderation interaction, the value of f^2 Emotional Intelligence for Task Conflict is 0.002 and for Abusive supervision is 0.004, both of which are well below 0.02 and therefore do not have a

significant measure effect, indicating that the role of Emotional Intelligence moderation in this model tends to be very weak.

Hypothesis Testing (Significance)

Table 9. Hypothesis Testing Results

	Original sample	T statistics	P values	Remarks
Conflict of Duties -> Counterproductive Work Behavior	-0.002	0.042	0.483	Unproven
Abusive Supervision -> Counterproductive Work Behavior	0.708	14.704	0.000	Proven
Emotional Intelligence x Task Conflict -> Counterproductive Work Behavior	0.032	0.634	0.263	Unproven
Emotional Intelligence x Abusive Supervision -> Counterproductive Work Behavior	0.043	0.509	0.305	Unproven

Source: Output of SmartPLS 4 data processing, 2026

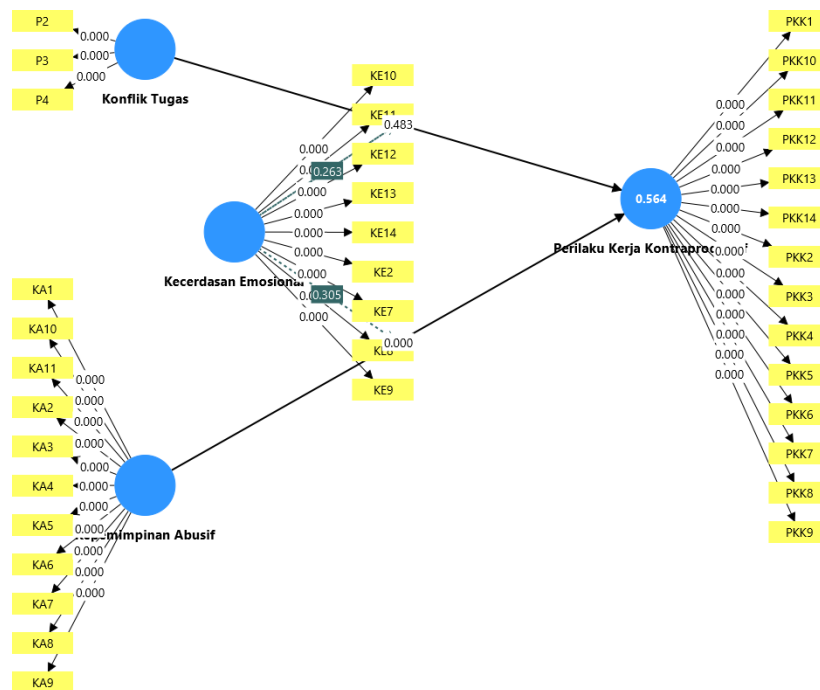


Figure 1. Research Model and test results Bootstrapping
Source: Output of SmartPLS 4 data processing, 2026

a.

b. The Effect of Task Conflict on Counterproductive Work Behavior

This relationship path was declared Statistically Not Significant. It has a coefficient of -0.002, the P-value obtained is high which is 0.483 (far above 0.05) and the statistical T-value is only 0.042 (far below 1.96). Thus, the first hypothesis is rejected, as it shows a negative, weak, and insignificant influence. This means that Task Conflict does not have a positive effect on Counterproductive Work Behavior.

c. The Influence of Abusive Supervision on Counterproductive Work Behavior

This relationship pathway is declared Very Significant at a significance level of 5%. This is because the P-Value of 0.000 is far below 0.05 and the statistical T-value (14.704) is

well above the critical limit of 1.96. The path coefficient with a positive value (0.708) indicates a unidirectional relationship. Thus, the second hypothesis is accepted, which means Abusive supervision has a positive and significant effect on Counterproductive Work Behavior.

d. The Influence of Emotional Intelligence in Moderating the Influence of Task Conflict on Counterproductive Work Behavior

The effect of this first moderation interaction was declared Not Significant at the 5% error level. This is statistically proven by a P-value of 0.263 which is far above the tolerance threshold of 0.05, and a statistical T-value of only 0.634 (far below the critical limit of 1.96). Thus, the third hypothesis is rejected, meaning that Emotional Intelligence has not been shown to be able to moderate the relationship between Task Conflict and Counterproductive Work Behavior (CWB).

e. The Influence of Emotional Intelligence in Moderating the Influence of Abusive Supervision on Counterproductive Work Behavior

The second moderation interaction effect pathway was declared Insignificant at a significance level of 5%. This is empirically proven by a P-value of 0.305 which is well above the error tolerance threshold of 0.05, and a statistical T-value of only 0.509 (far below the critical value of 1.96). Thus, the fourth hypothesis is rejected, which means that Emotional Intelligence has not been proven to be able to moderate the influence of Abusive supervision on employees' counterproductive work behavior. The value of the path coefficient which has a positive but very small value (0.043) is statistically meaningless because of its insignificant nature.

The Effect of Task Conflict on Counterproductive Work Behavior

Behind the insignificance of this relationship lies in the characteristics of the task conflict itself which is cognitive. Task conflicts focus on the substance of the work, differences in ideas, information, and professional opinions regarding the allocation of resources to achieve team goals. In contrast to relationship conflicts that attack the personal or ego realm, task conflicts are seen by workers in the Special Region of Yogyakarta as part of the usual operational dynamics. The demographic characteristics of the respondents, which are dominated by undergraduate (S1) graduates with a mature working period, contribute greatly to this rationality. They have the maturity to separate professional debates in the boardroom from personal sentiments, so that differences of opinion do not give birth to cognitive frustration or an implied desire to "take revenge" through acts of production deviation or organizational sabotage.

These findings provide a new view that is contradictory to previous research such as studies conducted by and which state that the higher the task conflict, the greater the tendency of CWB. On the contrary, the results of this study are in line with the initial thinking that task conflicts can basically have functional value and do not have the implication of damaging work behavior as long as they do not shift into personal conflicts. Creativity and exchange of ideas in the formal work climate in Yogyakarta have been proven to be maintained professionally without causing counterproductive behavioral distortions Eissa & Lester (2024) Pereira & Porto (2025) Jehn (1995)

The Influence of Abusive Supervision on Counterproductive Work Behavior

The underlying reason why this relationship is so significant is closely related to the breakdown of psychological contracts and the emergence of negative reciprocity mechanisms. When a boss commits abusive actions such as belittling in public, bringing up past mistakes, giving silent treatment, or throwing his personal blame at his subordinates, employees will experience great interpersonal pressure. In the conditions of the competitive job market in the Special Region of Yogyakarta with limited job availability, employees tend to choose to stay and are reluctant to do turnover. As a result, this accumulation of stressors and a sense of injustice that cannot be openly channeled forces employees to engage in destructive self-defense strategies. They express the venting of these emotions through hidden CWB actions such as deliberately working slowly, prolonging rest time, absenteeism, or committing subtle interpersonal aggression as a form of restoring self-control over the loss of a sense of justice.

The findings provide very solid empirical confirmation and reinforce previous research conducted as well as those that affirm abusive supervision as the most powerful antecedent in stimulating deviant actions in various industrial sectors. These findings confirm that the behavior of the leader is the main external determinant that holds absolute control over the integrity and morality of the actions of his subordinates. Abdu Ahmed Suwaydi et al . (2022) Know et al . (2024) Li & Xu (2025)

The Role of Emotional Intelligence in Moderating the Influence of Task Conflict on Counterproductive Work Behavior

In this study, task conflict was not found to increase counterproductive work behavior, indicating that employees did not perceive work-related disagreements as threats to their interpersonal relationships or psychological well-being. Instead, task conflict was viewed as a normal part of problem-solving, decision-making, and the exchange of ideas. Consequently, it did not generate sufficient negative affective experiences to trigger counterproductive work behavior, making the protective role of emotional intelligence less relevant.

These findings suggest that the absence of a moderating effect does not diminish the importance of emotional intelligence. Rather, its effectiveness depends on the nature of the workplace event. Since the respondents had at least one year of work experience, they were likely to have adapted to workplace dynamics and to perceive task conflict as constructive professional discussion rather than a personal threat. As a result, emotional intelligence had limited opportunity to function as a buffering mechanism in the relationship between task conflict and counterproductive work behavior.

This phenomenon of rejection makes a unique new theoretical contribution. These findings are in contrast to the theoretical conceptualization put forward by SERTA which assumes that emotional intelligence is always effective in mitigating the adverse effects of work environment disharmony. The results of this study provide a critical perspective that emotional intelligence interventions become inefficient or redundant when applied to types of stressors that are functional-professional in nature such as differences in work ideas in teams. Supriyani & Santoso (2023) Oteng et al. (2025)

The Role of Emotional Intelligence in Moderating the Influence of Abusive Supervision on Counterproductive Work Behavior

The results of the study show that these assumptions are not empirically supported. These findings indicate that in the context of research, emotional intelligence as a personal

resource is not strong enough to weaken the influence of abusive supervision on counterproductive work behavior. One possible explanation is that interpersonal pressure stemming from abusive supervision behavior has a more dominant influence than an individual's ability to manage his or her emotions. Thus, even though employees have different levels of emotional intelligence, the negative influence of abusive supervision on counterproductive work behavior still tends to emerge.

The results of this study are in line with research that states that emotional intelligence is not always able to weaken the negative impact of abusive supervision on counterproductive work behavior. However, the findings of this study are different from the study that found that emotional intelligence is able to play a role as a variable that reduces the negative impact of various stressors in the workplace. These differences in results may occur due to differences in respondent characteristics, organizational contexts, and work environment conditions that are the background of each study. Oteng et al. (2025) Supriyani & Santoso (2023)

CONCLUSION

Based on the results of data analysis, discussion, and research objectives that have been carried out, it can be concluded that counterproductive work behavior is influenced by the conditions of the work environment, especially the treatment that employees receive from their superiors, where abusive supervision is proven to be the most important factor in encouraging the emergence of this behavior, while task conflicts are not a factor that directly affects it, which indicates that differences of opinion regarding work can still be perceived as part of work dynamics as long as it is not accompanied by adverse interpersonal treatment; In addition, emotional intelligence has also not been able to function as a protective mechanism that weakens the influence of task conflicts and abusive supervision on counterproductive work behavior, so the high ability of individuals to manage emotions is not necessarily enough to reduce the negative impact of work environment pressure, especially when employees face abusive supervision. Thus, these findings show that interpersonal factors in the organization have a greater influence than conflicts related to the performance of tasks, so organizational efforts in suppressing counterproductive work behaviors need to be directed not only at the management of work conflicts, but also at the creation of a healthy work environment through supervision that values employees and positive working relationships. at the same time enriching the application of Affective Events Theory (AET) by proving that negative work events do not always produce counterproductive behavior, but are highly dependent on the type of stressor experienced by employees, where abusive treatment from superiors is proven to be a stronger trigger than task conflicts in forming counterproductive work behaviors. Based on these findings, several suggestions are proposed. For organizational leaders and human resource practitioners, it is recommended to strengthen ethical supervision practices through leadership training programs that emphasize respectful communication, constructive feedback, and empathetic management, as well as to establish secure and anonymous reporting mechanisms that allow employees to report abusive treatment without fear of retaliation. For policymakers and organizational development consultants, it is recommended to design and implement comprehensive interventions that address not only task-related conflicts but also the broader work environment, including the creation of a healthy organizational culture that values employee well-being, transparent communication, and positive working

relationships. For future researchers, it is suggested to expand the scope of this study by incorporating additional contextual variables such as organizational culture, peer support, or leadership styles, to further explore the boundary conditions under which emotional intelligence may function more effectively as a buffer, as well as to conduct longitudinal studies to capture the dynamic changes in the relationship between workplace stressors and counterproductive work behavior over time.

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