

The Role of Electronic Management Implementation in Affecting Police Investigators Performance

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ABSTRACT : *This paper aims to propose a research model related to the effect of information system implementation, namely electronic investigation management (EMP), in the Indonesia National Police Criminal Investigation Agency on the performance of police Criminal Investigators. This paper proposes eight hypotheses that integrate theories of organizational behavior that drive individual performance. The results of empirical studies are expected to reveal how individual performance can be improved by paying attention to several things such as the existence of commitment to change and job satisfaction. Implementation of information systems will run well if individuals have a commitment to change. In addition, the implementation of information systems must be able to provide job satisfaction to employees so that individual performance is as expected. In addition, this paper will review the implementation of information systems that are less good will lead to counterproductive work behavior.*

KEYWORDS – *commitment to change, electronic investigation management, job satisfaction, employee performance, counterproductive work behavior*

I. INTRODUCTION

In the current era of the industrial revolution 4.0 where integration between humans and information technology is increasing and full of competition, organizations are demanded to continue to develop effectively and dynamically so that they can survive. The organization will be able to survive if supported by the resources within it. Resources owned by organizations both public sector and private sector organizations are assets whose function will be maximized to realize organizational goals. Organizational assets can be tangible assets and intangible assets which include human capital, customer capital, social capital, and intellectual capital (Noe, 2014). The platform is in line with the opinion of Waterman et al. (1980) in the 7S Mc Kinsey model that all components of the organization in the form of strategy, structure, systems, skills, staff, style and shared values have a connection and are important factors in supporting organizational effectiveness, so that organizations are able to face complexity and demands in competition (Waterman, Peters, & Phillips, 1980). The existing resources in the organization will develop dynamically according to the rhythm of activities and the fulfilment of human needs. The most decisive factor to answer the demands of development is human resources who master science and technology, so that these human resources will ultimately determine the main objectives of the organization can be achieved or not (Samsudin, 2006).

Thus, everyone in the organization is expected to be able to provide satisfying personal service and performance so that the performance of the organization increases. Organizational performance can be formed optimally if the human resources in it strive to consistently carry out their duties and obligations and contribute to the organization.

In addition to human resources, another factor that supports performance is the availability of up to date equipment and technology support. The use of appropriate technology in an organization to support work professionalism will be able to improve performance and provide its own advantages in the organization. As technology continues to accelerate, organizations in both the private and public sectors are required to be able to deal with shifts in the world of work. This situation forces the organization to make a change and develop a strategy, one of which is through the application of technology-based innovation where the implementation of work that was still mostly using manual processes turned into automation and digital.

However, organizations also face their own challenges when implementing these technological changes. As shown by Klein & Sorra (1996) that organizational climate, conformity to organizational values will affect the effectiveness of implementing an innovation. The output of implementation can be in the form of resistance, avoidance, compliance and commitment. Resistance and avoidance by organizational members will occur if the application of innovation is not going well, but conversely if the application of innovation runs well there will appear compliance and commitment from members of the organization to implement the innovation.

Commitment to support changes owned by members of the organization will be able to improve individual performance and have an impact on boosting organizational performance.

Several authors have conducted studies related to the use of information technology and commitment to implement changes in efforts to improve individual performance. Antasari & Yaniartha (2015) conducted a study of employees at the Denpasar City Parking Area Company regarding the use of information technology and individual performance and gave results that the application of Accounting Information Systems and the use of information technology had a positive effect on individual performance.

Other research conducted by Terek, et. al. in 2018 against companies in Serbia. This study explains the relationship between information technology, job satisfaction and organizational commitment. The results showed that there was a significant correlation between information technology and job satisfaction, information technology and organizational commitment, and the motivation of employees to work with modern information technology was very clear. Other studies also provide results that are not much different, namely innovation has a high impact on employee productivity (Obeng & Boachie, 2018).

From a number of review studies that have been conducted, studies on the use of information technology and commitment to implement changes in efforts to improve individual performance have not been conducted on one of the public organizations in Indonesia which is a state tool with an important role in maintaining security and public order, enforcing the law, and provide protection, protection and services to the community in the context of maintaining domestic security, namely the Indonesian National Police (Polri).

The use of information technology as a supporting means to boost performance improvement should be done by public organizations in Indonesia, including the National Police organization. This needs to be done by Polri organizations because the community is very focused on Polri's performance. Polri's organization received a sharp scrutiny from the public regarding performance because in accordance with the main tasks and functions mandated by the Law, both the 1945 Constitution and Law No. 2 of 2002 concerning the Indonesian National Police, the National Police is the only front guard law enforcement directly facing with the community. Thus the Police must be able to provide optimal service as a problem solver that is able to respond quickly, because in the era of globalization and liberalization of the world today the modus operandi of crime in society is increasingly facilitated by information technology.

The role and function of law enforcement is carried out by one of the work units in the National Police institution, namely the Indonesian Police Criminal Investigation Agency. The National Police Criminal Investigation Agency (Bareskrim Polri) as part of the National Police and parent organization as well as the head of the Criminal Investigation Function in Indonesia at the central level is the main gate of the law enforcement function through the collection of evidence of an alleged crime. The community has demands and hopes for the National Police, especially the detective function to realize the legal objectives, namely justice, expediency, legal certainty. The maximum achievement of these objectives is inseparable from the performance of the Investigators at the National Police, particularly within the Police Criminal Investigation Agency because the Investigator is the spearhead of the chain in the criminal justice process.

The individual performance measurement of the National Police Investigator is carried out on his ability to carry out the technical functions of the investigation and his behavior as an employee. One of the benchmarks for evaluating the performance of a National Police Investigator in carrying out an investigative technical function is the length of time a case investigation is conducted. Based on the investigation period that has been determined, the Investigator is required to be able to complete his duties and responsibilities according to a predetermined deadline so that the community's assessment of the performance of the National Police in particular the criminal function will be good.

The current phenomenon is that the number of public complaints in the category of no progress or slow handling of cases by the Criminal Investigation Police every year from 2016 to 2018 continues to increase. This condition will cause a lack of public assessment of the performance of the National Police, especially the performance of the National Police Investigator.

In order to improve services to the community and respond to the challenges of change that occur in the current digital revolution era, the National Police Chief is trying to improve the performance of investigators and realize the big data crime through innovative use of technology in work, namely an application system capable of carrying out up-to-date investigative management administration through the system Electronic Investigation Management (EMP) application. Therefore, this study aims to conduct a study of the effect of the use of EMP on the performance and counterproductive work behavior of the Investigator. Through the application of the EMP application system the criminal function is expected to be through the Investigator's commitment to implement changes and the job satisfaction obtained can improve the Investigator's performance.

II. THEORETICAL REVIEW

2.1 Information Technology.

The use of information technology in an organization is one of the supporters of organizational progress in terms of improving performance. As a study conducted by Devaraj & Kohli (2003) in his research that the use of information technology is the key to improving organizational performance.

With the existence of information technology, will provide greater information availability. This is important for better decision making (Galbraith, 2012). The categorization of information technology performance in companies includes six main dimensions: information technology quality, information quality, use of information technology, customer satisfaction (employees), individual impact, and organizational influence (DeLone & McLean, 1992).

Other researchers have also conducted research on the impact of information technology on changes in organizational processes. Based on the findings in the study indicate that information technology strengthens the form of organization and facilitates the intensification and fusion of existing control mechanisms. The most special thing in this study shows that when information technology mediates work processes, it will create an information environment. Technology is built to meet certain objectives at certain points of time. Information technology is introduced into the production process to add and automate established work practices. Because technology was built to reflect the existing organizational structure, the function of the use of technology today is more to strengthen the organization rather than changing the status quo (Orlikowski, 1991).

2.2 Performance Appraisal

Busro defines performance appraisal as a way to assess the work performance of an employee whether achieving the work targets assigned to him (Busro, 2018). Rivai (2006) in Busro explained that performance appraisal refers to the formal and structured system used to measure, assess and influence work-related behaviors, behaviors and results, including absence. Thus, performance appraisal is the quantity and quality of employee work within the scope of their responsibilities. Meanwhile, Mathis and Jackson (2001) define job appraisal as a process of evaluating how well employees do their work when compared to a set of standards and then communicating that information to employees. Sukmalana (2009) in the research of Djunaedi, et al (2017) described that performance evaluation must lead to systems in management performance.

Bernardin & Russel (2011) in Busro (2018) set out six criteria for assessing employees as follows: a) quality, which is the degree to which processes or adjustments in the ideal way of carrying out activities or fulfilling activities are in line with expectations, b) quantity, i.e. The resulting outcome is realized through currency values, the number of units or the number of activity cycles that have been completed, c) timeliness, which is the rate at which the activity has been completed with a time that is faster than specified and maximizes the time available for other activities, d) cost effectiveness, namely the level where the use of company resources in the form of human, financial and technology is maximized to get the highest results or reduction of losses from each unit, e) need for supervision, which is the level where an employee can do his work without needing to ask for help or guidance from his superiors, f) interpersonal impact, which is the level shows an employee feels confident, has good intentions and cooperates among coworkers.

2.3 Individual Performance

Performance is related to the achievements made by a person, group or organization (Rothwell, Honhe, & King, 2000). Another definition of performance is the work that can be achieved by both individual and group employees in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the organization's vision, mission and goals by including the ability, perseverance, independence, ability to overcome problems according the time limit is given legally, is not against the law and in accordance with morals and ethics (Busro, 2018).

According to Gibson & Ivancevich in (Busro, 2018), an individual's performance is basically influenced by factors of expectations regarding rewards to be and have been received, encouragement from management, affective ability, needs and nature, perception of duties, internal and external rewards, perception to the level of benefits and job satisfaction.

Many experts define the domain of individual performance by determining the main dimensions of performance. Koopmans, et al. (2011) summarizes all definitions of individual performance domains that have been stated previously into 4 dimensions, namely task performance, contextual performance, adaptive performance, and counterproductive work behavior. Aguinis (2009) describes the dimensions in performance measurement based on Task performance and contextual performance. Task performance is the behavior of employees who directly contribute to producing goods and services. Contextual performance is the behavior of employees who have contributed in realizing organizational effectiveness by creating a positive work environment whose indicators are to maintain enthusiasm, devote all abilities in completing work, voluntarily perform tasks that are not part of their work, help and cooperate with colleagues, follow and adhere to organizational rules and procedures, uphold, support and maintain organizational goals.

2.4 Commitment to change

Meyer and Allen (1991) define commitment as a relative strength in the individual in involving himself in the organization. Employee commitment to the organization reflects the degree to which a person recognizes an organization and is bound to the goals of the organization. This is a very important work attitude because committed employees are expected to be able to show willingness to work harder to achieve organizational goals. Commitment is related to behavior and is an agreement to do something for yourself, others, groups and organizations (Kreitner & Kinicki, 2014).

Conner (1982) explains that commitment to change is an intermediary between employees and changes to a goal. The most contributing factor in a change project is the commitment of the individual (Herscovitch & Meyer, 2002). Employee commitment is a major component in innovation and change made by organizations (Klein & Sorra, 1996). In addition, commitment to change (commitment to change) is a force (mindset) that binds individuals towards actions that are deemed necessary for the successful implementation of change initiatives (Herscovitch & Meyer, 2002).

The general commitment model developed by Meyer and Herscovitch (2002) is based on the three component model of organizational commitment of Meyer and Allen (1991). The Commitment to Change component according to Herscovitch and Meyer (2002) consists of: a) affective commitment to change, the desire to provide support for change based on trust in inherent benefits b) continuance commitment to change, recognition that there are costs associated with failure in provide support for change c) normative commitment to change, a sense of obligation to provide support for change.

2.5 Job Satisfaction

Robbins & Judge (2015) describes job satisfaction as a positive feeling about work, which results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their work, while someone with a low level has negative feelings. Kotler and Keller (in Busro, 2018) define job satisfaction as a positive attitude a person has towards his work that arises based on an assessment of the work products produced. The higher the level of quality work results, the higher the level of one's job satisfaction.

Kreitner and Kinicki (2014) define job satisfaction as an affective or emotional response to various aspects of one's work. Job satisfaction reflects the degree to which someone likes his job. According to Kreitner and Kinicki (2014), job satisfaction is not a single concept. There are five models of job satisfaction, namely: a) fulfillment of needs, job satisfaction is determined by the characteristics of a job that allows meeting individual needs. b) nonconformity, this model states that satisfaction is the result of met expectations (met expectations). Fulfilled expectations show the difference between what someone wants to receive from a job. When expectations are greater than what is received, employees will feel dissatisfied. Expected expectations have a very significant relationship with job satisfaction. c) value attainment, job satisfaction comes from the perception that a job makes it possible to fulfil the important work values of an individual. The better the value of a job for the company, or the greater the meaning of work for the achievement of company goals, the greater the level of satisfaction that will be felt by employees and vice versa. The smaller the meaning of work for the achievement of organizational goals, the smaller the level of employee job satisfaction. d) fairness, job satisfaction refers to the fair treatment of individuals in the workplace. Feelings of individual satisfaction are influenced by the comparison between what is received with what is received by others. e) disposition / genetic component, individuals who are emotionally stable will easily feel job satisfaction compared to individuals who are emotional, temperament, like to complain behind and other negative characters.

2.6 Counterproductive Work Behavior

Bennet & Robinson (2000) defines counterproductive work behavior as a situation where employees lack the motivation to meet social expectations or social norms that apply in an organization. It is also defined as a condition where employees are motivated to oppose the expectations of the organization, by committing violations of organizational norms or disturbing people in them. According to Bennett & Robinson (2000), Counterproductive Work Behavior has two dimensions, namely 1) Organizational Counterproductive Work Behavior, which is a behavior that directly threatens or endangers the organization, for example is the behavior of stealing company goods, coming late to the office without permission and giving little effort in doing work, 2) Counterproductive Interpersonal Work Behavior is a behavior that directly threatens or endangers individuals within the organization, for example the behavior of mocking coworkers, saying something that can hurt someone at work and taunting colleagues.

III. RESEARCH PROPOSED MODEL

3.1 Hypothesis Development

3.1.1 EMP and individual performance.

The relationship to this variable can be seen in research conducted by Suyitno in 2017. The results of his study showed that the use of management information systems in organizations significantly improved employee performance. In addition, the application of management information systems together with employee competencies significantly influence performance. Obeng and Boachie (2018) conduct research related to technology and provide results that have high innovation on employee productivity. Antasari and Yaniartha conducted a study in 2015 with more or less the same variables, namely regarding Accounting Information Systems and information technology on individuals who produce accounting information systems and the use of information technology that improves individual performance. This means that the increase in accounting information systems increases, so the increase in individuals also increases. The connection between the two matters was also agreed by Mosuin, et al (2019) and gave the result that the level of acceptance of applying the Accrual Accounting System among accountants in the public sector significantly influenced their work performance.

Hypothesis 1: EMP significantly influences the performance of the Investigator.

3.1.2 EMP and counterproductive work behavior

Rusdi (2017) conducted a study of the application of Computer Assisted Test (CAT) information technology in the CPNS recruitment system in Bandar Lampung. The results of this study indicate that the use of Computer Assisted Test (CAT) in the recruitment system affects the significance in reducing counterproductive, and the application of CPNS system recruitment with conventional methods will significantly increase counterproductive.

Hypothesis 2: EMP significantly influences counterproductive work behavior.

3.1.3 EMP and commitment to change

The relationship between these two variables was conducted by Zainun, Johari & Adnan in 2019 and showed the results of the invasion of technology which has a negative relationship with a commitment to change. Meanwhile, technology has a positive relationship with commitment to change.

Hypothesis 3: EMP negatively influences commitment to change.

3.1.4 EMP and job satisfaction

The linkage of the application of an information technology form to job satisfaction was shown by Nayaka and Suardikha (2019) in their research aimed at analyzing the effect of applying Accounting Information Systems (SIA) on employee performance with job satisfaction and integrity as a moderating. Their research shows that job satisfaction possessed by employees strengthens the effect of applying AIS on employee performance. The relationship between the two variables can also be seen from the results of research conducted by Gupta, et.al (2007) that user satisfaction in the use of information technology is an indicator of the success of information technology systems. Terek, et. al (2018) also examines the relationship between these two variables and produces a conclusion that there is a significant correlation between information technology and job satisfaction. Mosuin, et al (2019) in their research related to the relationship of the application of a form of information technology to job satisfaction gives the result that the acceptance of the application of the Accrual Accounting System among accountants in the public sector significantly influences their job satisfaction.

Hypothesis 4: EMP significantly influences job satisfaction.

3.1.5 Commitment to change and individual performance

Neves & Caetano (2009) tested commitment to change (affective and sustainable commitment) on work results, one of which was employee performance. The test results show that commitment to change, especially affective commitment to change, is a key variable in understanding the impact of organizational change on employee attitudes and behavior related to performance. Commitment to change is able to bind employees to understand the goals of organizational change and in return, employees will increase their commitment to the organization.

Hypothesis 5: Commitment to change significantly influences the investigator's performance.

3.1.6 Commitment to change and counterproductive work behavior

Research conducted by Farkhani, et.al. (2017) examines the role of organizational commitment to counterproductive work behavior of nurses at the Mashhad city government hospital. The results of the study indicate that organizational commitment has a negative and significant influence on counterproductive work behavior. Tian, Zhang and Zou's (2014) research results show that work vulnerability is positively related to counterproductive behavior and has a negative relationship associated with affective commitment. The findings of this study also show that affective commitment acts as a link between job insecurity and counter-product

behavior. One implication of this finding is that managers can change counterproductive behavior by increasing employee behavior such as affective commitment.

Hypothesis 6: Commitment to change significantly influences counterproductive work behavior.

3.1.7 Job satisfaction and individual performance

Maryani & Supomo (2001) conducted research on these two variables. Based on their research findings, job satisfaction has a significant relationship to individual performance. Improved individual performance is influenced by various aspects that affect job satisfaction, namely attracting or not the work done by workers, attitudes and abilities of superiors in leading, support and cooperation from colleagues, the amount of compensation received and opportunities given by organizations to develop careers. The relationship between the two variables was also investigated by Khan et. al (2012) and concluded that job satisfaction received by employees in the form of salary, promotion, work safety and security, conditions, work autonomy, relationships with colleagues, relations with superiors, the nature of work significantly influences performance.

Hypothesis 7: Job satisfaction significantly influences the investigator's performance.

3.1.7 Job satisfaction and counterproductive work behavior

Diedricks & Rothman (2014) conducted a study of 205 employees working in the field of information technology in South Africa. The discussion of the research is one of them examines the relationship between job satisfaction variables on counter-productive behavior. The results show that IT professional employees with low job satisfaction tend to engage in counterproductive behavior. Another opinion put forward by Mount et al. (2006), which states that job satisfaction has an impact on the minimum deviant behavior of employees towards their work, and when employees who feel dissatisfied with their work will make employees tend to behave deviant in the organization. The results of research conducted indicate that job satisfaction has an effect on counterproductive interpersonal and organizational behavior. Sharma and Sharma (2014) examined the relationship between employee emotions, employee job satisfaction and counterproductive behavior in two national banks in India, OBC and Corporate Banks. One result of the study shows that employee satisfaction with work can reduce employees' counterproductive actions at work.

Hypothesis 8: Job satisfaction has a significant effect on counterproductive work behavior.

3.2 Integrated Research Model

Those hypotheses are integrated in proposed research model as shown in figure one. In order to increase individual performance, the implementation of EMP will affect one's commitment to change and job satisfaction. Therefore, commitment to change and job satisfaction will affect individual performance and decrease one's counterproductive work behavior.

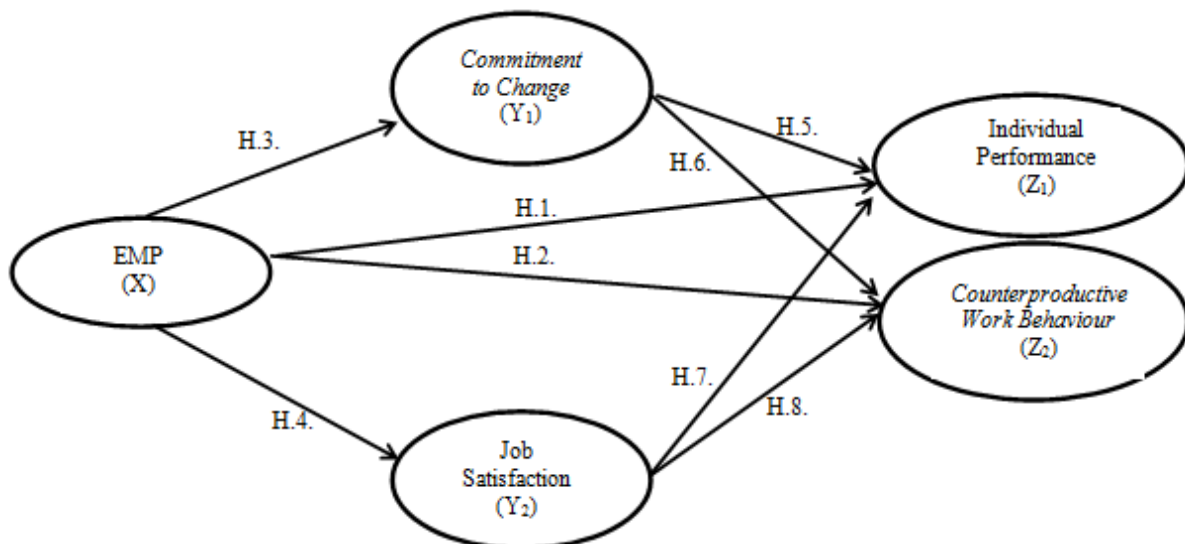


Figure 1. Integrated Research Model

IV. MEASUREMENT AND TESTING

4.1 Measurement

The information technology used by the National Police Investigator in the form of an EMP is an application system capable of digitizing investigative management administration. Website based EMP application. This system functions as a criminal database for the needs of criminality analysis, a database of criminal offenders to uncover a criminal case, a quick and accurate case search system, an investigator performance appraisal system, a data processing system for the needs of analysis and evaluation of handling criminal cases. The level of EMP acceptance is measured by the Technology Acceptance Model (TAM) theory introduced by Davis (Davis, 1989). This theory emphasizes the perceived usefulness and perceived ease of use.

Herscovitch and Meyer (2002) define commitment to change as a force (mindset) that binds individuals towards actions that are deemed necessary for the successful implementation of change initiatives. The instrument used to measure the commitment to change variable was adopted from indicators proposed by Herscovitch and Meyer (2002). Job satisfaction is interpreted by Kreitner and Kinicki (2014) as an affective or emotional response to various aspects of one's work. Job satisfaction reflects the degree to which someone likes his job. The work satisfaction measurement method adopted adopted the theory put forward by Camman, Fichman, Jenkins & Klesh (1979), namely the Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale (MOAQ-JSS). The measurement of job satisfaction using MOAQ-JSS only consists of 3 items and is a valid measure of the affective component of job satisfaction and assesses job satisfaction globally. Job satisfaction not only involves the mind but also individual feelings towards their work. Each of the three MOAQ-JSS items, for example the words "satisfied" or "like" which can be described as affective or emotionally oriented words (Bowling & Hammond, 2008).

The definition of performance according to Rothwell, Honhe & King (2000) is that performance is related to the results of achievements made by a person, group or organization. The elaboration of dimensions in performance measurement was adopted from Aguinis (2009). Counterproductive work behavior according to Bennet & Robinson (2000) is a situation where employees lack the motivation to meet social expectations or social norms that apply in an organization. Counterproductive work behavior measurement uses indicators adopted from Bennet & Robinson (2000). The measurement of all variables in this study uses intervals ranging from 1 (strongly disagree) to 6 (strongly agree).

4.2 Testing

To test the hypotheses, data will be gathered by using survey. Data will be summarized and analysed using Structural Equation Modelling (SEM) with Lisrell Software. Descriptive analysis will be calculated, and inferential analysis will be conducted to test the relationship between each of the variables. Validity and reliability of the instrument will use factor loading and principal components analysis.

V. CONCLUSION

To prove the implementation of information system (EMP) in Indonesia National Police Criminal Investigation Agency has influence on individual performance, this paper proposed eight hypotheses. Previous research revealed that the implementation of information system can not be directly influence performance, but there are other factors as mediating. This research select commitment to change and job satisfaction as mediating variables to mediate the relationship between EMP and Individual performance. This paper also considers the counterproductive work behavior could be occurred if there are poor implementation that can cause dissatisfaction of the employee. Examining the integrated possible result cause of the implementation of EMP can give scholars valuable insight regarding to implementation information system issues relevant to today's organization practice.

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