

The Effect of Compensation and Workload on Counterproductive Work Behaviour in Tea Franchise SMEs in Surabaya and Sidoarjo

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Abstract

Purpose – The purpose of this research is to analyze the influence of compensation and workload on counterproductive work behavior among employees of SME tea franchises in Surabaya and Sidoarjo. Specifically, it examines the role of compensation and workload in provoking the occurrence of counterproductive work behavior.

Design/methodology/approach – Applying quantitative methods through the distribution of questionnaires using PLS analysis techniques. The sampling technique uses total sampling, with the entire population made into a sample, and the total number of respondents is 45 people.

Originality – Provides new insights into counterproductive work behavior among employees of franchise SMEs in Surabaya and Sidoarjo. It highlights both part-time and full-time employees who are rarely discussed, and uncovers the role of compensation and workload in triggering counterproductive work behavior.

Findings and Discussion – In this study, the compensation variable has a negative and significant effect on counterproductive work behavior, and the workload variable has a positive and significant effect on counterproductive work behavior.

Conclusion – It is concluded that providing fair and appropriate salaries and incentives will reduce counterproductive work behavior in employees. Both high and low levels of workload play an important role in influencing CWB actions and have the potential to harm the company.

Keywords – Compensation, Workload, Counterproductive Work Behavior (CWB)

Introduction

Human resources play a crucial role in a company's pursuit of its vision, mission, and established goals. Therefore, companies view human resources as valuable assets that support various activities within their organization. According to Sihombing et al. (2023), Human Resource Management (HRM) is a strategic function focused on the recruitment, training, and development of employees within an organization. Meanwhile, according to Adjunct and Marniati (2020), human resources are individuals who not only manage but are also directly involved in organizational activities, both internally and externally, to achieve common goals.

Yanti (2020) explains that employee behavior is a form of attitude that emerges during work activities and is part of how a person expresses themselves.

Counterproductive work behaviour or CWB essentially refers to actions that deviate from organizational expectations. According to Kelloway (2010), CWB is behavior that occurs without direct direction or based on general organizational norms. Examples include tardiness, workplace violence, sabotage, theft, and unexcused absence. Meanwhile, Gruys and Sackett (2003) state that this behavior occurs when organizational members intentionally ignore rules or disregard company values. This type of behavior was also experienced by tea franchise SMEs in Surabaya and Sidoarjo. Several employees tasked with manning the stands were found to have engaged in CWB, such as deviating, stealing, and avoiding responsibility. This case is supported by data obtained directly from the owner of the tea franchise SME, as in the table below:

Table 1. Data on Theft and Misappropriation of Employees of Tea Franchise SMEs in Surabaya and Sidoarjo

Month	Theft and Discrepancies	Total Loss	Employee Status	Stand
April – June 2024	Manipulating the quantity of ice cube purchases	5000/5kg x 20 days = Rp. 100,000/ day	2 Full-time and 1 Part-time	Sedati 1
	Preparing tea and sugar not in accordance with the actual total quantity	6kg sugar/ day 30 teaspoons/ day Water 2 gallons/ day		
	Selling 50 cups of tea using personal cups per day	50 cups of tea/ day 50 x Rp. 3,000 = Rp. 150,000/ day		
	Selling 25 cups of orange drink using personal cups (1 cup uses 2 oranges)	Rp. 155,000/ day		
October – November 2024	Theft of raw materials (sugar)	1kg/ day	Full-time	Tambak Rejo 2
	Theft of dried tea	3kg tea/ for that period	Part-time	
	Bringing excess ice cubes	10 blocks of ice cubes	Full-time	Tambak Rejo 1
January – February 2025	• Theft of money by manipulating sales data	Rp. 700,000 – Rp. 900,000	Full-time and Part-time	Kutisari 2

Source: Researcher Interview Data, 2025

Based on pre-survey interviews conducted with owners of tea franchise SMEs in Surabaya and Sidoarjo, it was discovered that several employees engaged in irregularities and theft by selling tea products using their own cups, not the official company cups. As a result, these sales proceeds were not recorded as company income but instead became personal profits. Furthermore, there was manipulation of the quantities of raw materials such as tea, sugar, and ice cubes, allowing these employees to illegally take home

leftovers. In general, a person's primary goal in working is to earn income to meet their living expenses. Over time, employees begin to appreciate the hard work they put in and demonstrate loyalty to the company. As a token of appreciation for this contribution, the company provides compensation to employees. According to Mujanah (2019), compensation management is an activity that includes designing, managing, and regulating the form of rewards or remuneration to employees who have completed their tasks within the organization. These rewards must be provided fairly, objectively, and transparently to provide satisfaction commensurate with the level of contribution made. Interviews with owners of tea franchise SMEs in Surabaya and Sidoarjo indicate that the forms of compensation provided include salary and incentives. Robbins (2015) stated that low compensation can affect CWB due to the creation of a sense of organizational injustice and encourage employees to retaliate by harming the company either intentionally or unintentionally.

Besides compensation, workload is also a crucial factor that can impact employee performance, making it a primary concern for every organization. According to Mahawati et al. (2021), workload is essentially a responsibility that individuals automatically assume when carrying out their duties. However, excessive workload can lead to health problems or work-related illnesses, such as physical fatigue, mental stress, and emotional reactions like headaches, digestive disorders, and irritability. Conversely, a workload that is too light, for example due to monotonous tasks or repetitive movements, can lead to boredom. Furthermore, perceptions of workload vary among workers, depending on their abilities, experience, and understanding (Mahawati et al., 2021). This situation is evident among employees of a tea franchise SME in Surabaya and Sidoarjo, who feel less motivated to attend work due to the perceived heavy workload. Late arrivals are not uncommon for the owner. The owner has even issued warning letters to employees found to be frequently late.

Based on field phenomena, many employees complain about low compensation and high workloads, which trigger CWB actions. According to Kelloway (2010), CWB is an act of protest against work situations that are perceived as unfair by employees. Low compensation and high workloads are often perceived as a form of low organizational justice, which is a trigger for destructive behavior. When compensation is considered inadequate and not commensurate with the workload given, employees experience organizational frustration which is then manifested through actions such as sabotage, theft, or decreased performance. This aligns with the study by Yudhistira and Sawitri (2025), which concludes that workload has a significant positive influence on counterproductive work behavior (CWB).

Therefore, the higher the workload, the higher the level of CWB. CWB can be understood as a form of complaint from organizational members expressing their dissatisfaction with various issues in the company. Based on this background, the researcher is motivated to investigate counterproductive work behavior among employees of tea franchise SMEs in Surabaya and Sidoarjo. Therefore, the title of this study is "The Effect of Compensation and Workload on Counterproductive Work Behavior in Tea Franchise SMEs in Surabaya and Sidoarjo."

Literature Review

Counterproductive Work Behavior (CWB)

Kelloway (2010) defines CWB as actions that occur without explicit instructions or

approval of norms in the work environment. In other words, this behavior is an action that violates generally accepted rules or norms in the workplace. This means that such behavior is not simply an error or negligence, but rather an act carried out consciously and intentionally to the detriment of the organization. Parves (2013) added that CWB involves not only violating organizational rules but also behavior that endangers the well-being of individuals within the organization, such as coworkers, customers, and other stakeholders. This shows that the impact of CWB is not only limited to material losses or decreased productivity, but can also threaten the safety, security, and comfort of all parties involved in the organizational ecosystem.

According to Gruys and Sacket (2003), counterproductive work behavior occurs when organizational members intentionally disobey applicable rules or ignore the values adopted by the organization. This behavior is not only a violation of rules but also an intentional act that could potentially harm the company or organization as a whole. A similar opinion is also expressed by Sackett and Devore (2002), who state that the scope of CWB includes all forms of losses experienced by the organization caused by the actions of its members. In other words, CWB can have a direct impact on decreasing productivity, increasing operational costs, and even causing reputational damage to the organization.

Compensation

Hasibuan (2007) explains that compensation can be divided into two main types, namely direct compensation and indirect compensation. Direct compensation consists of financial rewards given directly to employees, such as basic salary, incentives, performance-based bonuses, and overtime pay. Meanwhile, indirect compensation includes rewards that are not given directly in cash but still have financial value or benefits. Another opinion was expressed by Rivai (2009), who emphasized that compensation management is not only important for employee welfare but also plays a vital role in organizational strategies to retain top employees and minimize turnover rates.

Widodo et al. (2022) expand the definition of compensation by emphasizing that rewards for employees are not limited to money or goods, but also include various forms of non-monetary recognition that can enhance job satisfaction and a sense of belonging to the company. Based on the experts' opinions outlined, it can be concluded that compensation encompasses all forms of rewards given to employees for their contributions and services to the organization. Compensation provided appropriately and fairly will not only increase employee motivation and performance but will also positively impact the success and sustainability of the organization as a whole.

Workload

According to Mahawati et al. (2021), workload is essentially a responsibility automatically assigned to individuals holding a specific role or position within an organization. According to Rochman and Ichsan (2021), workload is defined as a set of activities or tasks that must be completed by an individual or work unit within a certain period of time. Meanwhile, Fransiska and Tupti (2020) explain that workload can be defined as excessive and demanding activities, causing pressure or stress for individuals. This can lead to decreased work performance due to demands such as excessive skill requirements, unrealistic work pace, excessive workload, and other factors. Nurhandayani (2022) expressed a similar opinion, highlighting that workload arises as a result of an individual's limited capacity to complete assigned tasks. Therefore, it can be

concluded that workload is a crucial indicator in human resource management that organizations must seriously consider. An appropriate workload not only supports productivity and work efficiency but also maintains employee health and psychological well-being. Conversely, a disproportionate workload can be a major source of stress, workplace conflict, and even counterproductive behavior in an organization.

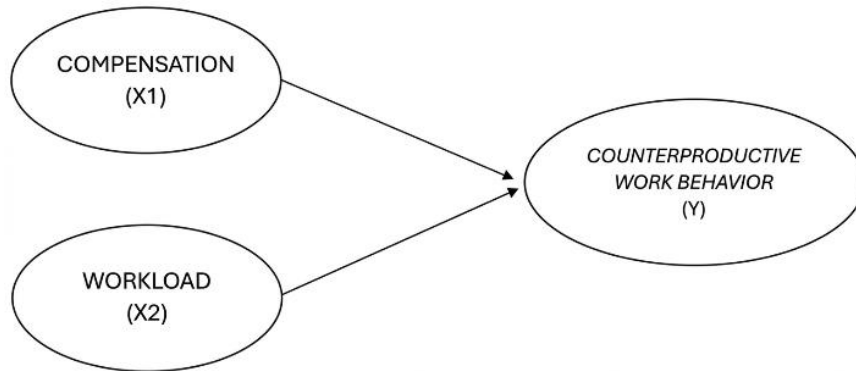


Figure 1. Conceptual Framework

H1: Compensation has a negative and significant impact on counterproductive work behavior.

H2: Workload has a positive and significant impact on counterproductive work behavior.

Methods, Data, and Analysis

This study uses an ordinal measurement scale with the Likert scale technique to measure variables. The research population consists of 45 employees of tea UMKM in Surabaya and Sidoarjo, all of whom served as respondents. The researcher employed a total sampling technique, in which all members of the population are taken as samples. If the population is fewer than 100 people, the entire population is taken as the sample (total sampling). Therefore, the sample size in this study is 45 respondents. The researcher collected data through questionnaires and interviews.

The data sources used are primary data obtained directly from tea SME employees in Surabaya and Sidoarjo through interviews and questionnaires. Data collection techniques include both primary and secondary data. Data analysis is conducted using the Partial Least Squares (PLS) method, which is an approach for building predictive models in research involving many variables. PLS is used to uncover relationships between latent variables, confirm theories, explain interconnections among variables, and perform various tests in a single process.

Results

Table 2. Outer Loadings

Indikator	Compensation (X1)	Workload (X2)	CWB (Y)
X1.1	0.919		
X1.2	0.910		
X1.3	0.880		

X2.1	0.875	
X2.2	0.873	
X2.3	0.743	
X2.4	0.847	
Y.1		0.756
Y.2		0.875
Y.3		0.892
Y.4		0.873
Y.5		0.904
Y.6		0.892

Source: Researcher data processing (2025)

When the outer loading value > 0.70 , this indicates that the indicator is considered valid. As seen in the table, all indicators have values above 0.70, which means all variables are valid.

Table 3. Average Variance Extracted (AVE)

Variabel	Average variance extracted (AVE)
Compensation (X1)	0.815
Workload (X2)	0.699
CWB (Y)	0.751

Source: Researcher data processing (2025)

The AVE for the Compensation variable is 0.815, for the Workload variable is 0.699, and for the Counterproductive Work Behavior variable is 0.751. All three exceed the minimum value of 0.50, which demonstrates good convergent validity.

Table 4. R-square

	R-Square	R-Square Adjusted
Compensation (X1)		
Workload (X2)		
CWB (Y)	0.633	0.616

Source: Researcher data processing (2025)

R² is valued at 0.633, which means CWB is influenced by Compensation and Workload by 63.3% and the remaining 26.7% is influenced by other variables outside the study.

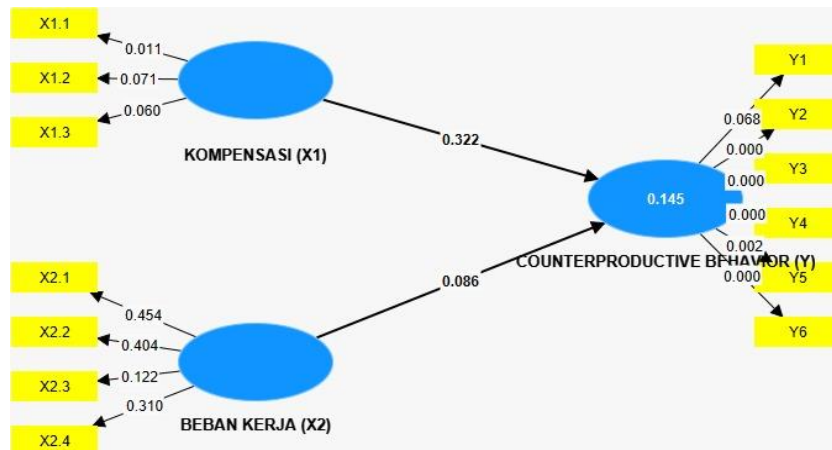


Figure 2. Inner Model with T-Statistics and R-square

The magnitude of the t-statistic of the endogenous variable relative to the exogenous variable. Seen from the arrow value from endogenous to exogenous, the magnitude of the t-statistic of the indicator relative to the variable is seen in the arrow value from the indicator to the variable.

Table 5. Path Coefficient – Mean, STDEV, T Values, P Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Compensation (X1) -> CWB (Y)	-0.292	-0.307	0.135	2,171	0.015
Workload (X2) -> CWB (Y)	0.662	0.650	0.132	4,995	0,000

Source: Researcher data processing (2025)

Compensation negatively and significantly affects CWB, with a path coefficient of -0.292 and a T-Statistic of 2.171. Workload positively and significantly affects CWB, with a path coefficient of 0.662 and a T-Statistic of 4.995. Both exceed the Z value of $\alpha = 0.05$ (5%) of 1.96, confirming that H1 and H2 are supported.

Discussion

The Effect of Compensation on CWB

From the results of the tests conducted, H1 was obtained, namely that compensation significantly has a negative effect on counterproductive work behavior among employees of tea franchise SMEs in Surabaya and Sidoarjo. Therefore, good compensation from the company can reduce the level of employees' counterproductive work behavior. Providing adequate salaries, incentives, and facilities will boost their motivation and performance, and reduce the tendency to engage in counterproductive actions.

As outlined in the study by Andri et al. (2025), the appropriateness of compensation has a significant positive effect on CWB, meaning that the higher the compensation received by employees, the lower the tendency for CWB to occur. Adibangsawan (2024) also found the same in his research, that compensation affects employees' deviant behavior through job satisfaction with a positive and significant influence. In other words, appropriate and satisfying compensation will reduce employees' tendency to engage in counterproductive actions.

The Effect of Workload on CWB

The test conducted confirms H2, namely that workload has a significant positive effect on CWB among employees of tea franchise SMEs in Surabaya and Sidoarjo. Employees experience a fairly heavy workload, to the point that they feel uncomfortable at work and engage in CWB behaviors. Referring to previous research by Rolos et al. (2018), an increase in workload will reduce employees' performance potential, while a decrease in workload will improve performance, which ultimately reduces the risk of counterproductive work behavior.

Supported by previous researchers' findings, the workload perceived by employees of tea franchise SMEs in Surabaya and Sidoarjo positively affects CWB significantly,

with the indicator reaching the target. This indicates that working conditions significantly affect workload, which in turn impacts counterproductive work behavior. Previous research by Chen et al. (2017) showed similar results, stating that excessive job demands and assigned tasks can trigger CWB, making work targets potentially encourage employees to engage in CWB.

Conclusion

This study shows that compensation influences CWB among employees of tea franchise SMEs in Surabaya and Sidoarjo. This is because the compensation provided is not proportional to the workload, which ultimately leads employees to engage in counterproductive work behavior. Workload also affects counterproductive work behavior among the same employees. Employees face excessive task demands, resulting in physical and mental fatigue, which triggers counterproductive work behavior.

Limitation

This study has important limitations that need to be considered when interpreting the results. The study only involved a total of 45 part-time and full-time employees due to the limited number of the available population. This sample limitation may reduce the ability to generalize the findings to other companies or industries. In addition, this study only focused on compensation and workload as predictors, whereas counterproductive work behavior is also influenced by other factors such as a combination of individual factors (personality, negative emotions), work stress, and an unsupportive work environment such as injustice and weak supervision.

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