

Dynamics Of Counterproductive Work Behavior And Organizational Citizenship Behavior With Moral Identity And Organizational Justice Mediation

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Abstract

The complexity of work environments in the healthcare sector often triggers challenges related to employee behavior, including the rise of counterproductive work behavior that may undermine service quality. This study aims to examine the effect of counterproductive work behavior on organizational citizenship behavior, with moral identity and organizational justice serving as mediating variables among hospital employees in Purwokerto. This research adopts a quantitative design by replicating the conceptual model of Nguyen-Viet & Vo Tri Chau (2025). The population consists of 542 employees across three hospitals, with a sample of 240 respondents selected through purposive sampling. Data were collected using a five-point Likert questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The findings reveal that counterproductive work behavior has a negative and significant effect on organizational citizenship behavior, moral identity, and organizational justice. Furthermore, moral identity and organizational justice positively influence organizational citizenship behavior and significantly mediate the relationship between counterproductive work behavior and organizational citizenship behavior. These results highlight the crucial role of strengthening employees' moral identity and perceptions of organizational justice in reducing the adverse impacts of counterproductive work behavior while enhancing organizational citizenship behavior. This study contributes to the development of Social Exchange Theory and offers strategic recommendations for hospital management to foster more ethical and equitable workplaces.

Keywords: Counterproductive Work Behavior, Organizational Citizenship Behavior, Moral Identity, Organizational Justice.

1. Introduction

Organizations across various industrial sectors are experiencing increasing complexity in the work environment, including high productivity demands, psychological stress, and global competition (Bagis et al., 2025; Mockaitis et al., 2022). The increase in counterproductive work behavior such as information hiding, interpersonal conflict, and low organizational commitment is a major challenge for human resource management (Siddiqui & Batool, 2023). Counterproductive work behavior has been reported to reduce productivity by 10-15% and cause economic and moral losses (Mensah et al., 2024;

Sabir et al., 2024). Similar conditions also occur in hospitals as public service organizations that have more complex work dynamics than other sectors (Gaspar et al., 2024).

The healthcare sector, which is dense with rules, procedures, and regulations, makes organizational citizenship behavior increasingly important as a source of competitive advantage because it is related to employees' extra-role contributions that go beyond the formal demands of the job (Robbins & Judge, 2024). Research shows that employees who have OCB are considered to be able to help organizations in maintaining flexibility, process innovation, and cross-unit collaboration, which are very necessary in the digital and automation era (Ashafani, 2022; Darmawan et al., 2025). Furthermore, organizational citizenship behavior plays a crucial role in fostering a sense of responsibility and work engagement, which ultimately positively impacts patient satisfaction (Adugna et al., 2022).

One of the factors that influences OCB is counterproductive work behavior. This behavior is consciously carried out by individuals that is inconsistent with organizational norms and has the potential to harm the organization or individuals within it (Nzimakwe, 2025). Organizations play a crucial role in preventing employee deviance through OCB. However, previous research results showed inconsistent findings. Some studies found that CWB has a positive effect on OCB (Griep & Johannes, 2021), while others found a negative effect between CWB and OCB (Ashafani, 2022; Cohen & Abedallah, 2025). This inconsistency indicates an empirical gap (research gap) in the relationship between counterproductive work behavior and organizational citizenship behavior, necessitating further study in different contexts, particularly in healthcare settings.

Moral identity is also an important factor that bridges the influence of counterproductive work behavior factors on OCB. Moral identity refers to an individual's tendency to act ethically or avoid deviant behavior (Cheng et al., 2022). Individuals with a strong moral identity tend to refrain from CWB and prefer to engage in OCB because they view themselves as moral people and strive to maintain this consistency, this is shown through research (Cheng et al., 2022; Yue et al., 2022) which suggests that moral identity has a positive effect on OCB. However, research by (Luo et al., 2025) found different results, that moral identity has a negative effect on organizational citizenship behavior. This discrepancy in findings strengthens the hypothesis that moral identity is a mediating variable that explains the indirect influence between counterproductive work behavior and organizational citizenship behavior, as proposed by (Nguyen-Viet & Vo Tri Chau, 2025).

Organizational justice is also an important variable that bridges the influence of counterproductive work behavior factors on OCB. Organizational justice refers to an individual's perception of decisions, processes, and interactions within an organization that are carried out fairly, equitably, and in accordance with socially accepted standards of justice (Magnavita et al., 2022). When employees perceive their organization as fair, they are more likely to exhibit behaviors that can benefit the organization, research (Cohen & Abedallah, 2025; Joungtrakul & Smith, 2024) suggests that organizational justice has a positive effect on OCB. However, research by Rahman & Niamul (2022) and Hermanto & Srimulyani (2022) found different results, namely that organizational justice has a negative effect on organizational citizenship behavior. This discrepancy in findings strengthens the hypothesis that organizational justice is a mediating variable that explains the indirect influence between counterproductive work behavior and organizational citizenship behavior, as proposed by (Nguyen-Viet & Vo Tri Chau, 2025).

Social Exchange Theory (SET) (Blau, 1964) is used as a grand theory that explains the relationship between variables in this study. This theory assumes that social relationships are built on the basis of reciprocal exchange between individuals and organizations. When employees feel procedural and interpersonal justice and feel they have high morals, they tend to demonstrate OCB behavior (Robbins & Judge, 2024), conversely, when a moral crisis and injustice occur, employees will take counterproductive actions (Cohen & Abedallah, 2025). This research is a replication of the research by Nguyen-Viet & Vo Tri Chau (2025). The difference between this study and previous studies lies in the expansion of the context from the state-owned enterprise sector to the health sector and the

integration of three main variables of counterproductive work behavior, moral identity, and organizational justice in one comprehensive empirical model. Overall, this study aims to analyze the influence of these three variables on Organizational Citizenship Behavior in the hospital sector in Purwokerto. The results of this study are expected to provide theoretical contributions through re-examining the influence of counterproductive work behavior on organizational citizenship behavior through moral identity and organizational justice in the health sector as well as practical contributions in the form of recommendations for hospital management in strengthening moral identity, improving organizational justice and designing more effective OCB development strategies to suppress counterproductive work behavior.

2. Literature Review

Social Exchange Theory

Social Exchange Theory (SET) has developed into an important framework for understanding the relationship between individuals and organizations, based on the principle of reciprocity, where employees tend to respond to organizational treatment with certain behaviors (Blau, 1964). Relationships that are perceived as mutually beneficial will encourage individuals to make contributions that benefit other parties. In an organizational context, this theory emphasizes the importance of a sense of justice, support, and appreciation that the organization or leader provides to its employees. Management that demonstrates support for moral identity and organizational justice will create a positive psychological environment that can foster OCB (Cheng et al., 2022; Joungrakul & Smith, 2024). This support is perceived as a form of social exchange in which workers will "reciprocate" by increasing compliance with organizational rules (Cohen & Abedallah, 2025). Thus, this theory provides a logical basis for explaining how counterproductive work behavior can influence moral identity, organizational justice, and organizational citizenship behavior in the workplace.

Counterproductive Work Behavior and Organizational Citizenship Behavior Social Exchange

Theory assumes that organizational citizenship behavior and counterproductive work behavior are understood as two forms of behavioral responses that arise from the quality of the exchange relationship between employees and the organization. Counterproductive Work Behavior (CWB) is an intentional action taken by employees that can be detrimental to the organization or its members (Aaron, 2018). Counterproductive work behavior occurs when employees experience high work pressure, poor leadership, injustice within the organization, or job dissatisfaction (Griep & Johannes, 2021). Neglecting responsibilities, being late, or other unproductive behaviors reduces employees' tendency to help colleagues and maintain a positive work environment (Afriandika et al., 2025; Widjaja et al., 2023). Several studies have found that counterproductive work behavior negatively impacts organizational citizenship behavior (Ashafani, 2022; Cohen & Abedallah, 2025). Within the framework of social exchange theory, when one party fails to maintain commitments, the reciprocal relationship becomes unbalanced, thus reducing behaviors that benefit the organization. Broken trust will have long-term impacts on employee loyalty and behavior.

H1: Counterproductive Work Behavior has a negative effect on Organizational Citizenship Behavior.

Counterproductive Work Behavior and Moral Identity

Social Exchange Theory suggests that moral identity acts as a moral buffer that mediates the influence of negative social exchange conditions on the emergence of CWB. Moral identity functions as a psychological mechanism that suppresses the emergence of negative behavior in the workplace (Waqas & Marfoh, 2022). When employees have a strong moral identity, they tend to avoid deviant behavior within the organization. On the other hand, low moral identity can give rise to suspicion and defensive behavior that leads to counterproductive actions (Ke & Li, 2025). Research shows that moral identity negatively influences counterproductive work behaviors such as slowing down work and

being rude to coworkers (Ashafani, 2022; Kim & Choi, 2021). Within the framework of Social Exchange Theory, moral identity reflects the quality of reciprocal relationships; when moral identity is damaged, employees no longer feel obligated to make positive contributions.

H2: Counterproductive Work Behavior has a negative effect on Moral Identity.

Counterproductive Work Behavior on Organizational Justice

Social Exchange Theory states that Counterproductive Work Behavior (CWB) emerges as a form of negative reciprocity when employees perceive social exchanges with unequal organizational justice. Employees who perceive fairness in their organization tend to be positively oriented toward their work and more committed to organizational goals (Cohen & Abedallah, 2025; Joungtrakul & Smith, 2024). This condition is effective in suppressing deviant behavior that can hinder organizational progress (Bagis et al., 2023). Conversely, low organizational justice causes employees to lose meaning and motivation, making them more susceptible to deviant behavior (Hermanto & Srimulyani, 2022; Rahman & Niamul, 2022). Research (Adugna et al., 2022; Dewi & Wibawa, 2024) shows that organizational justice negatively influences counterproductive work behavior. Thus, organizational justice is an important indicator of counterproductive work behavior in organizations.

H3: Counterproductive Work Behavior has a negative effect on Organizational Justice.

Moral Identity and Organizational Citizenship Behavior

Social Exchange Theory assumes that moral identity functions as an internal factor that strengthens employees' tendency to display Organizational Citizenship Behavior (OCB). Moral identity plays an important role in building productivity in the workplace. Employees with a strong moral identity tend to exhibit efficient behavior by working harder due to a sense of obligation to the organization (Cheng et al., 2022). Previous research confirms that moral identity has a positive effect on organizational citizenship behavior (Cheng et al., 2022; Yue et al., 2022). Thus, the stronger the moral identity, the more OCB behaviors that support the organization.

H4: Moral Identity has a positive effect on Organizational Citizenship Behavior.

Organizational Justice and Organizational Citizenship Behavior

Social Exchange Theory assumes that organizational justice is viewed as a form of positive treatment from the organization that forms the basis of the exchange relationship between employees and the workplace. Optimal management of organizational resources reflects individuals' motivation to behave positively in carrying out their duties and responsibilities. When organizations have fair policies and leaders show concern for employee well-being (Bagis et al., 2025), employees will be encouraged to behave productively (Dewi & Wibawa, 2024). Previous research has shown that organizational justice has a positive effect on organizational citizenship behavior (Cohen & Abedallah, 2025; Joungtrakul & Smith, 2024), because positive perceptions of organizational justice strengthen habits and participation in the organization. Therefore, the higher the perceived organizational justice of employees, the higher the level of OCB they exhibit in the workplace.

H5: Organizational Justice has a positive effect on Organizational Citizenship Behavior.

The Mediating Role of Moral Identity

Social Exchange Theory states that moral identity is considered an aspect of an individual's self-identity that embodies moral values such as honesty, fairness, and kindness, which are central to an individual's self-concept. Counterproductive work behavior reduces moral identity, while high moral identity increases the opportunity for organizational citizenship behavior (OCB) to emerge in the organization (Cheng et al., 2022). Previous research has shown that moral identity can act as a mediating mechanism between counterproductive work behavior and organizational citizenship

behavior (Nguyen-Viet & Vo Tri Chau, 2025). Thus, when an organization fails to fulfill its promises, employee moral identity declines, which then encourages counterproductive work behavior as a reaction to injustice (Ke & Li, 2025).

H6: Moral Identity mediates the relationship between Counterproductive Work Behavior and Organizational Citizenship Behavior.

The Mediating Role of Organizational justice

Social Exchange Theory assumes that organizational justice acts as a factor that restores the quality of social exchange relationships. Organizational justice plays a crucial role in explaining how counterproductive work behavior impacts OCB. When reward distribution and decision-making procedures in an organization are unclear, this can decrease the level of organizational justice (Mahmood et al., 2023). Disengaged employees tend to withdraw from responsibilities and are more likely to exhibit counterproductive work behavior (Adugna et al., 2022). Previous research has shown that organizational justice negatively influences organizational citizenship behavior (Hermanto & Srimulyani, 2022; Rahman & Niamul, 2022). Thus, organizational justice can function as a mediating variable explaining how counterproductive work behavior negatively influences organizational citizenship behavior (Nguyen-Viet & Vo Tri Chau, 2025).

H7: Organizational Justice mediates the relationship between Counterproductive Work Behavior and Organizational Citizenship Behavior.

3. Research Methods

This quantitative research with a replication design adopts the conceptual model from (Nguyen-Viet & Vo Tri Chau, 2025) on the influence of counterproductive work behavior on organizational citizenship behavior, with moral identity and organizational justice as mediators. This research was conducted in the healthcare sector to retest the model in a different context, namely the healthcare sector. This approach was chosen to obtain empirical evidence regarding the consistency of the relationships between variables within a healthcare organization.

The selection of objects in three hospitals was because all three have the status of private hospitals located in Purwokerto. They operate with relatively similar managerial mechanisms (based on efficiency, service targets, and patient satisfaction). Consequently, these three private hospitals experience higher work pressure and productivity than public hospitals. This pressure creates a fertile context for the emergence of counterproductive work behavior and demands high levels of organizational citizenship behavior. Then, the three hospitals have similar human resource characteristics, namely they are dominated by health workers and support staff (nurses, administrative staff, medical staff), and all three implement shift work patterns. These reasons make moral identity and organizational justice crucial in maintaining organizational citizenship behavior and minimizing counterproductive work behavior in the workplace.

The population of this study was 85 employees at Hospital 1, 348 employees at Hospital 2, and 109 employees at Hospital 3, resulting in a total population of 542 respondents. The sampling technique used purposive sampling, with the criteria being permanent employees with at least one year of service. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum of 230 respondents. However, to increase the accuracy of the research results, the sample size was increased to 240 respondents. Data collection was conducted offline by distributing questionnaires directly to respondents using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The research instrument for the counterproductive work behavior variable used nine items adapted from (Lowery et al., 2021). Moral identity was measured using five items from (Chen et al., 2023). Organizational justice was measured using four statement items adapted from (Lee et al., 2018).

Furthermore, organizational citizenship behavior used ten statement items adapted from (Neves et al., 2024). Data were analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS).

4. Result and Discussion

First Discussion

The partial least squares (PLS) method was used to test the proposed hypotheses, which are essentially predictive in nature. PLS aims to minimize variance in variables when estimating model parameters. All data obtained through the questionnaire was successfully collected with a 100% return rate and prepared for analysis.

Table 1. Respondent Characteristics

Identity	Information	Frequency	Percentage
Hospital of Origin	Hospital 1	65	27,1
	Hospital 2	122	50,8
	Hospital 3	53	22,1
Employee Status	Fixed	240	100,0
	Not Fixed	0	0
Gender	Male	101	42,1
	Female	139	57,9
Age	>18-25	25	10,4
	>25-30	82	34,2
	>30-35	49	20,4
	>35-40	35	14,6
	>40-50	29	12,1
	>50	20	8,3
Last Education	SLTP	0	0
	SLTA	50	20,8
	Diploma	62	25,8
	S1	114	47,5
	S2	4	1,7
	Profesi Ners	10	4,2
Marital Status	Married	184	76,7
	Not Married	56	23,3
Years of Employment	>1-3	52	21,7
	>3-6	83	34,6
	>6-9	50	20,8
	>9-10	55	22,9

Analysis of respondent characteristics shows that most participants came from Hospital 2 (50.8%), which is the highest proportion because this agency has a larger workforce or a higher level of respondent participation than other agencies. Employee status shows that all respondents are permanent employees (100%). In terms of gender, it showed that respondents were predominantly female (57.9%), in accordance with the general characteristics of the health workforce in Indonesia, which is predominantly female workers in clinical and nursing positions. Based on age, the largest group was in the range of >25-30 years (34.2%), indicating that many respondents were in the early to mid-career phase with a good level of engagement and adaptability in the healthcare work environment. In terms of education, the majority of respondents had a bachelor's degree because many medical and non-medical positions in health facilities require higher educational qualifications. In terms of marital status, respondents were dominated by employees with married status (76.7%). In

terms of length of service, the largest proportion was in the category of more than 3-6 years (34.6%), indicating that respondents had extensive experience and a good understanding of the procedures, operations, and work culture of the organization. The following is data management carried out by applying the SmartPLS 3 method. The purpose of this data analysis is to gain a deeper understanding of the relationship between variables. PLS testing can also generate new information that can be communicated through simple analysis. The research results are as follows:

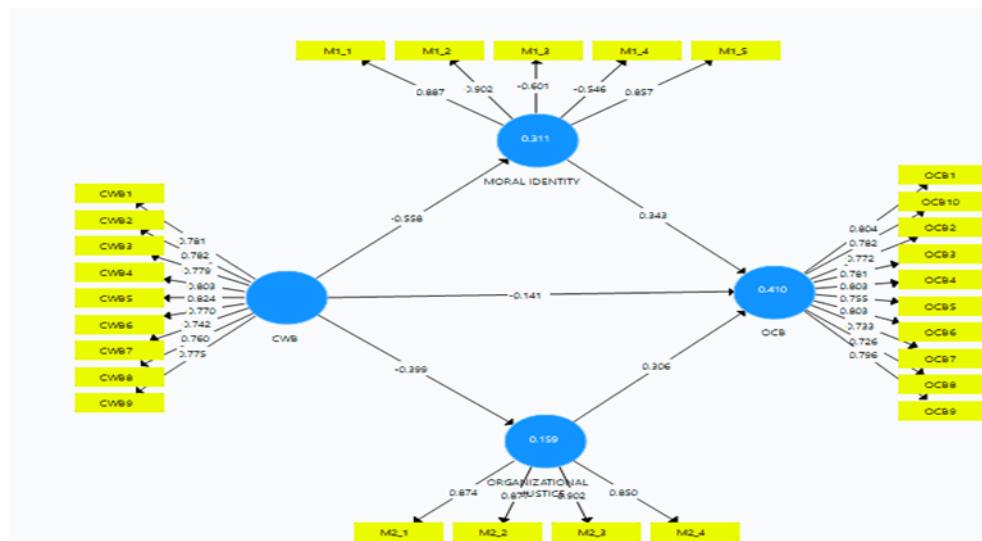


Figure 1. SEM-PLS Model Analysis

Based on Figure 1, the outer loading results for each variable studied. This data analysis was conducted in two rounds. The data shows that two indicators, M1_3 and M1_4, must be removed because they have outer loading values below 0.7. Meanwhile, outer loading values above 0.7 are still acceptable (Hair et al., 2021).

Table 2. Outer Loading

	Item Statement	Outer Loading
CWB1	I purposely work slower than I should.	0,781
CWB2	I was rude to someone at work.	0,782
CWB3	I spent too much time daydreaming instead of working.	0,779
CWB4	I made fun of someone at work.	0,803
CWB5	I said something hurtful to someone at work.	0,829
CWB6	I came late to work without permission.	0,770
CWB7	I told someone about a bad place to work.	0,742
CWB8	I lost my temper at work.	0,760
CWB9	I neglected to follow my superior's instructions.	0,775
MI1	I would be happy if I were someone who possessed these characteristics (Caring, Compassionate, Fair, Friendly, Generous, Helpful, Hardworking, Honest, Kind).	0,887
MI2	Being someone who has these characteristics is an important part for me.	0,902
MI3	I would be ashamed if I were someone with these characteristics.	- 0,601
MI4	Having these characteristics is not very important to me.	- 0,546
MI5	I really want to have these characteristics.	0,857
OJ1	I feel the results achieved reflect the level of effort I put into my work.	0,874

	Item Statement	Outer Loading
OJ2	I feel that the results obtained are in accordance with the work I have completed.	0,877
OJ3	I feel the results I achieve reflect my contribution to the organization.	0,902
OJ4	I feel the results obtained are justified based on the performance I have demonstrated.	0,850
OCB1	In my organization, employees help new colleagues voluntarily.	0,804
OCB2	In my organization, employees voluntarily join new work teams.	0,772
OCB3	In my organization, when someone needs to be replaced they take the initiative to support.	0,781
OCB4	In my organization, employees immediately start working and manage their time effectively.	0,803
OCB5	In my organization, when there is a need to make changes to the schedule, there is a concern to provide advance notice.	0,755
OCB6	In my organization, employees find innovative solutions to improve the quality of work.	0,803
OCB7	In my organization, employees help out coworkers who are overwhelmed.	0,733
OCB8	In my organization, employees volunteer to take on non-mandatory roles and tasks.	0,726
OCB9	In my organization, employees strive to acquire new skills that can help improve their work.	0,796
OCB10	In my organization, employees help the manager whenever he needs it and are readily available.	0,782

*Counterproductive Work Behavior (CWB), Moral Identity (MI), Organizational Justice (OJ), Organizational Citizenship Behavior (OCB).

Based on Table 2, the analysis results indicate an outer loading factor value of more than 0.7 for the variables Counterproductive Work Behavior, Moral Identity, Organizational Justice, and Organizational Citizenship Behavior. High values in the outer model demonstrate that these indicators can be explained by the construct being measured. Variables and indicators are considered valid if the outer loading value for each indicator exceeds 0.7 (Hair et al., 2021). Thus, it can be said that the outer loading values for all indicators meet the requirements for convergent validity (Hair et al., 2021).

Table 3. Construct Reliability dan Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Counterproductive Work Behavior	0,920	0,923	0,933	0,608
Moral Identity	0,895	0,900	0,934	0,826
Organizational Citizenship Behavior	0,927	0,931	0,938	0,602
Organizational Justice	0,899	0,900	0,930	0,767

Based on Table 3, the analysis results indicate that the Construct Reliability and Validity values for the variables Counterproductive Work Behavior, Moral Identity, and Organizational Justice on Organizational Citizenship Behavior are greater than 0.5, indicating that all variables are reliable. Next, the quality of the structural model was evaluated through R-Square analysis, which indicates the

model's ability to explain variation in each research variable. The Adjusted R-Square value for the moral identity variable was 0.306. This value indicates that organizational citizenship behavior, organizational justice, and counterproductive work behavior can explain 30.6% of the moral identity variable. Meanwhile, the Adjusted R-Square value for the organizational citizenship behavior variable was 0.407. This value indicates that moral identity, organizational justice, and counterproductive work behavior can explain 40.7% of the organizational citizenship behavior variable. The Adjusted R-Square value for the organizational justice variable was 0.156. This value indicates that moral identity, organizational citizenship behavior, and counterproductive work behavior can explain 15.6% of the organizational justice variable. Overall, these values confirm that organizational justice and moral identity play a crucial role in building OCB and preventing counterproductive employee work behavior within the organization. The research model was also deemed adequate in explaining the interplay between the variables studied.

Table 4. Fit Model

	Saturated Model	Estimated Model
SRMR	0,065	0,075
NFI	0,794	0,791

The model fit test results show that the SRMR value of 0.065 is below the threshold of 0.08, indicating a good level of fit for the model. Meanwhile, the NFI value of 0.794 meets the model's suitability criteria, as it is above 0.70. Thus, the overall model can be declared to have an adequate level of fit and is suitable for further analysis.

Table 5. Discriminant Validity

	Counterproductive Work Behavior (X1)	Moral Identity (M1)	Organizational Citizenship Behavior (Y)	Organizational Justice (M2)
Counterproductive Work Behavior (X1)	0,780			
Moral Identity (M1)	-0,556	0,909		
Organizational Citizenship Behavior (Y)	-0,454	0,569	0,776	
Organizational Justice (M2)	-0,399	0,459	0,509	0,876

The results of the discriminant validity test indicate that all constructs have met the Fornell-Larcker criteria, indicated by a diagonal pattern of square root AVE values that are higher than the correlation between variables. This condition confirms that each construct, namely Counterproductive Work Behavior, Moral Identity, Organizational Citizenship Behavior, and Organizational Justice, is able to differentiate themselves adequately from each other. In addition, the relatively low to moderate correlation between variables indicates the absence of multicollinearity problems, so that the research instrument can be declared to have good discriminant validity and is suitable for use in further structural analysis.

Table 6. Path Coefficients

Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P VALUES

CWB -> OCB	- 0,139	- 0,138	0,063	2.210	0,000	Accepted
CWB -> MI	- 0,556	- 0,557	0,049	11.256	0,000	Accepted
CWB -> OJ	- 0,399	- 0,403	0,056	7.179	0,000	Accepted
MI -> OCB	0,359	0,356	0,066	5.474	0,000	Accepted
OJ -> OCB	0,289	0,293	0,061	4.762	0,000	Accepted
CWB -> MI -> OCB	- 0,200	- 0,198	0,040	4.935	0,000	Accepted
CWB -> OJ -> OCB	- 0,115	- 0,119	0,033	3.534	0,000	Accepted

*Counterproductive Work Behavior (CWB), Organizational Citizenship Behavior (OCB), Organizational Justice (OJ), Moral Identity (MI).

Based on the analysis findings in Table 6, the hypothesis acceptance test was conducted by looking at the significance value, where a p value <0.05 indicates that the hypothesis can be accepted and declared significant. The research findings show that the counterproductive work behavior variable has a small negative coefficient (-0.139) which indicates that counterproductive work behavior has a very high negative coefficient on organizational citizenship behavior, but this influence is significant as seen from the P value of 00.00. Furthermore, there is a negative coefficient (-0.556) which indicates that counterproductive work behavior reduces moral identity with a significant influence as seen from the P value of 00.00. In addition, there is a negative coefficient (-0.399) which indicates that counterproductive work behavior also reduces organizational justice with a significant influence as seen from the P value of 00.00. For all mediation effects (mediation effects 1 and 2) on organizational citizenship behavior, there is a significant influence with a P value <0.05 , with small coefficient values (0.359 and 0.289) which means the role of the mediation effect exists and its influence is large. Furthermore, organizational citizenship behavior through moral identity can slightly reduce counterproductive work behavior with a coefficient value of -0.200. In addition, there is a significant effect with a statistical t value of 4.935 and a P value of 0.00 <0.05 . Then, organizational citizenship behavior through organizational justice can also reduce counterproductive work behavior with a coefficient value of -0.115 and there is a significant effect with a statistical t value of 3.534 and a P value of 0.00 <0.05 .

Second Discussion

The Influence of Counterproductive Work Behavior on Organizational Citizenship Behavior

Counterproductive work behavior has a negative and significant effect on organizational citizenship behavior, indicating that employees engaged in behavior detrimental to the organization tend not to be encouraged to demonstrate extra-role behavior that supports operational continuity, although in some situations employees still appear to follow organizational norms or values (Bagis et al., 2025). This condition is not strong enough to make them willing to help colleagues, collaborate, or take the initiative to take actions outside of formal duties that can support organizational effectiveness (Fan et al., 2023). So far, employees are considered able to clearly understand the organization's vision, mission, and values, but this understanding is not always reflected in daily work behavior. Some employees show a tendency not to cooperate, avoid positive contributions, or are reluctant to engage in activities that support colleagues (Widjaja et al., 2023). Counterproductive work behavior makes employees reluctant to demonstrate voluntary behavior that benefits the organization. Employees may feel the work environment is not supportive of contributing outside of formal duties (Bagis et al., 2024). Based on Social Exchange Theory, employees should provide positive feedback through voluntary actions that support coworkers and the organization, but when counterproductive work behavior increases, the social exchange process is disrupted so that employees become reluctant to demonstrate

behaviors that usually appear as forms of extra-role contributions. This aligns with research (Cohen & Abedallah, 2025) showing that counterproductive work behavior (CWB) can reduce the potential for OCB behavior to emerge in the workplace, and counterproductive work behavior negatively impacts organizational citizenship behavior. Employees who refrain from engaging in counterproductive behavior are necessary to create a conducive organization and to enable employees to realize their extra-role behavior.

The Influence of Counterproductive Work Behavior on Moral Identity

Counterproductive work behavior and moral identity show a negative and significant influence, this shows that counterproductive work behavior does not encourage individual moral identity, although sometimes individuals show behavior that is in accordance with the values adopted by the organization, but does not change employee behavior that is counterproductive (Ke & Li, 2025). However, this study shows that an unbalanced level of moral identity can lead to behaviors that are detrimental to the organization, such as indiscipline and arbitrary behavior toward coworkers and superiors, thus preventing them from upholding morality at work. Ultimately, deliberate and increasingly frequent counterproductive work behavior can undermine their internalized moral identity. Research shows that strengthening employees' moral identity through ethical human resource management practices can support the internalization of moral values, which in turn influences ethical work attitudes and behaviors. This aligns with research conducted in the hospital industry (Ke & Li, 2025) which emphasizes the importance of maintaining a balance between moral identity and counterproductive work behavior. One study also showed that moral identity strengthens the protective effect of the organization; Employees with high moral identity tend to be less involved in CWB when triggering factors occur (Kim & Choi, 2021).

The Influence of Counterproductive Work Behavior on Organizational Justice

The analysis findings show a negative and significant relationship between counterproductive work behavior and organizational justice. This suggests that organizational justice cannot ensure that counterproductive work behavior will subside. Furthermore, the level of justice behavior demonstrated in this study was low, so individuals may have difficulty identifying beliefs that conflict with organizational goals. Ultimately, this perception of injustice arises because CWB not only damages work relationships but also reduces trust in the organization's systems and leaders (Iskandar, 2024). These findings align with research suggesting that a lack of organizational justice can contribute to the emergence of counterproductive work behavior (Al-romeedy, 2022).

The Influence of Moral Identity on Organizational Citizenship Behavior

Moral identity and organizational citizenship behavior have a positive and significant influence. This demonstrates that an individual's moral identity can encourage employees' extra-role behavior within the organization. Therefore, given the emergence of extra-role behavior in employees, enhancing moral identity can be an effective way to encourage extra-role behavior in the workplace (Cheng et al., 2022). Moral identity served as a mediating variable in this study, strengthening the relationship between counterproductive behavior and extra-role behavior. This finding aligns with previous research (Cheng et al., 2022) which demonstrated that moral identity is a significant factor that positively and significantly increases employees' extra-role behavior, or organizational citizenship behavior (OCB). This study concludes that moral identity has a positive and significant influence on employees' organizational citizenship behavior (OCB) in the hospital sector. Enhancing employee moral identity can be an effective strategy for achieving higher levels of organizational citizenship behavior (OCB).

The Influence of Organizational Justice on Organizational Citizenship Behavior

Organizational justice and organizational citizenship behavior demonstrate a positive and significant influence. This suggests that organizational justice can encourage employee extra-role behavior, which can benefit the organization. Employees who perceive fairness in the organization, whether distributive, procedural, or interactional, tend to exhibit higher levels of Organizational Citizenship Behavior (OCB) (Cohen & Abedallah, 2025). In other words, perceptions of justice foster trust and commitment, making employees more willing to engage in extra-role behavior. This finding aligns with research (Joungtrakul & Smith, 2024), which shows that organizational justice is one of the most consistent predictors of OCB. This study emphasizes that when employees perceive the organization to be fair, they are more likely to exhibit extra-role behavior that can improve the quality of their work. Thus, improving organizational justice can be an effective way to encourage organizational citizenship behavior in the workplace.

The Mediating Effect of Moral Identity on Counterproductive Work Behavior and Organizational Citizenship Behavior

This study found that moral identity acts as a mediator, having a significant negative effect on both counterproductive work behavior and organizational citizenship behavior. Moral identity is part of an individual's self-concept that views moral values as central to their identity. Therefore, employees with a strong moral identity tend to exhibit extra-role behaviors, while those without a strong moral identity tend to engage in counterproductive behaviors that can be detrimental to the organization (Cheng et al., 2022). Moral identity was found to play a significant mediating role. A strong moral identity enables individuals to better regulate their behavior. This increases OCB behavior, including reducing organizational losses, thereby decreasing the likelihood of engaging in counterproductive work behavior in the workplace (Ke & Li, 2025). This study aligns with research conducted by (Griep & Johannes, 2021) which showed that moral identity plays a significant role in mediating the influence between counterproductive work behavior (CWB) and organizational citizenship behavior (OCB).

The Mediating Effect of Organizational Justice on Counterproductive Work Behavior and Organizational Citizenship Behavior

Organizational justice acts as a mediator, having a significant negative effect on both counterproductive work behavior and organizational citizenship behavior. This indicates an indirect effect between counterproductive work behavior and organizational citizenship behavior due to unequal organizational justice. Employees who perceive fairness in their organization tend to be more motivated to demonstrate pro-organizational behavior, including organizational citizenship behavior (OCB), despite their tendency to engage in counterproductive work behavior (Cohen & Abedallah, 2025). In other words, organizational justice can act as a mediator, strengthening employees' extra-role behaviors and mitigating the negative impact of CWB on OCB. When workplace procedures, distribution, and interactions are perceived as fair, employees are more confident, motivated, and willing to contribute more, including helping coworkers, taking initiative, and maintaining the organization's image, thereby reducing the likelihood of engaging in counterproductive behavior (Adugna et al., 2022; Pradana et al., 2025). Effective communication and transparency in organizational policies also play a crucial role in strengthening this mediating effect. This influence is also supported by research (Adugna et al., 2022) which shows that perceptions of justice in the organization can act as an important mediating mechanism between counterproductive work behavior and organizational citizenship behavior. Employees who perceive fairness in the distribution of resources, procedures, and interactions tend to be more motivated to demonstrate OCB, such as helping coworkers, taking initiative, and maintaining the organization's image, while simultaneously reducing the likelihood of engaging in CWB behaviors (Joungtrakul & Smith, 2024). Thus, organizational justice not only increases pro-organizational behavior but also serves as a counterbalance that reduces the negative impact of counterproductive work behavior (CWB).

5. Conclusion

The results of this study indicate that counterproductive work behavior has a negative and significant effect on organizational citizenship behavior. Moral identity and organizational justice play a significant role in enhancing organizational citizenship behavior in the workplace. These findings indicate that OCB is more influenced by moral identity and organizational justice than counterproductive work behavior. Therefore, hospital management is advised to maximize employee organizational citizenship behavior (OCB) through strategies to cultivate moral identity and organizational justice, as well as to increase the organization's internal attractiveness through improved compensation, workload management, and career development to mitigate the impact of counterproductive work behavior (CWB). Furthermore, efforts to build a supportive work environment and maintain open communication are still necessary to avoid counterproductive work behavior that can be detrimental to the organization. This study provides a reference regarding the factors influencing Organizational Citizenship Behavior in the healthcare sector, supported by the use of subjects from three hospitals in Purwokerto. However, this study is not without limitations, namely that the relationship between counterproductive work behavior, moral identity, organizational justice, and organizational citizenship behavior was measured at a single point in time, thus preventing comprehensive observation of long-term changes in employee behavior. Further research can be conducted in different sectors and by adding other independent and mediating variables to broaden the reference base, both theoretically and implementably.

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