

# The Influence of Work and Personal Life Interference and Emotional Exhaustion on Counterproductive Work Behavior

*Interference,  
Emotional and  
Counterproductive*

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## ABSTRACT

Conflicts between personal life and work are increasingly common due to dynamic work environments and growing job demands. This study aims to analyze the effects of *Work Interference With Personal Life* (WIPL), *Personal Life Interference With Work* (PLIW), and *Emotional Exhaustion* on *Counterproductive Behavior* (CPB) among employees at poultry slaughterhouses. A quantitative approach was employed through a questionnaire survey distributed to 196 respondents. The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4 software. The results reveal that WIPL does not significantly affect CPB, while both PLIW and Emotional Exhaustion have a positive effect on CPB. Moreover, WIPL and PLIW significantly increase Emotional Exhaustion levels. However, Emotional Exhaustion does not mediate the relationship between WIPL or PLIW and CPB. These findings highlight the importance of managing emotional fatigue and ensuring work-life balance to prevent counterproductive behaviors in the workplace.

**Keywords:** Work Interference With Personal Life, Personal Life Interference With Work, Emotional Exhaustion, Counterproductive Behavior

## ABSTRAK

Konflik antara kehidupan pribadi dan pekerjaan semakin sering terjadi akibat lingkungan kerja yang dinamis dan tekanan kerja yang meningkat. Penelitian ini bertujuan untuk menganalisis pengaruh *Work Interference With Personal Life* (WIPL), *Personal Life Interference With Work* (PLIW), dan *Emotional Exhaustion* terhadap *Counterproductive Behavior* (CPB) pada karyawan rumah potong ayam. Penelitian menggunakan pendekatan kuantitatif dengan teknik survei kuesioner yang disebarkan kepada 196 responden. Data dianalisis menggunakan metode Structural Equation Modeling (SEM) dengan bantuan software SmartPLS 4. Hasil penelitian menunjukkan bahwa WIPL tidak berpengaruh signifikan terhadap CPB, sedangkan PLIW dan *Emotional Exhaustion* berpengaruh positif terhadap CPB. Selain itu, WIPL berpengaruh positif terhadap *Emotional Exhaustion*, dan PLIW juga meningkatkan tingkat kelelahan emosional. Namun, *Emotional Exhaustion* tidak berperan sebagai variabel mediasi antara WIPL dan PLIW terhadap CPB. Temuan ini memberikan implikasi bagi manajemen perusahaan agar lebih memperhatikan aspek keseimbangan kerja-kehidupan dan mengelola tekanan emosional karyawan untuk mencegah munculnya perilaku kontraproduktif.

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## INTRODUCTION

The rapid development of technology, especially in the world of work, makes the work environment increasingly dynamic. This has an impact on work demands that often trigger conflicts in the boundaries between personal life and work (Ramli 2020). Companies must pay attention to conditions Work Interference With Personal Life And Personal Life Interference With Work as a dimension of Work Life Balance employees to achieve balance between family and career (Akram et al. 2019). Employees who have Work Interference With Personal Life And Personal Life Interference With Work good ones are able to manage the demands of work and personal life well, so that harmony is achieved without causing problems, which have an impact on employee mental health in working to achieve increased performance in the company (Wei and Ye 2022).

Work-Life Balance is a critical issue that can affect the lives of employees regardless of age, profession, gender and level of education (Shams and Kadow 2019). A warm and loving family life, good physical health that supports work optimally, a career path that is obtained professionally with full responsibility supported by mental health in activities both in the work environment and at home is a picture Work Life Balance an employee (Sirgy and Lee 2018). The balance between professional and personal areas will empower individuals to optimize their abilities in all aspects of life. Most employees face daily challenges to balance work and family tasks. Despite the difficulties in balancing the two, they must still try their best to achieve this balance to achieve sustainability of life (Akanni, Olayinka, and Oduaran 2018). An employee's imbalance in work is not only influenced by work, but also by personal life, which is known as Personal Life Interference With Work And Work Interference with Personal Life (Diatmono et al., 2020; Ramli 2020).

Work Interference With Personal Life(WIPL) occurs when job demands such as long hours, heavy workloads, or stress deadline causes individuals to have difficulty meeting personal needs or responsibilities, as described (Tran et al. 2021). Personal Life Interference With Work (PLIW) occurs when personal problems or responsibilities, such as family matters or health problems, prevent an individual from carrying out his/her work duties. Both forms of conflict can trigger significant emotional distress (Akram et al. 2019). In work, there is often a lack of clarity in the boundaries between work and personal life, which is caused by high work demands or flexibility in work, thus increasing the risk of Work Interference With Personal Life And Personal Life Interference With Work. The imbalance between work and personal life often causes emotional exhaustion due to high work pressure so that it not only has a negative impact on employee mental health (Akram et al. 2019)., but can also increase the risk of negative behavioral actions, namely counterproductive behavior actions taken by employees that can be detrimental to the organization, such as sabotage, absenteeism, or decreased quality of work (Kurniawati et al. 2024; Nurdiansyah et al. 2020; Rizky, Ramli, and Mariam 2023).

Research on Work Interference With Personal Life, Personal Life Interference With Work, Emotional Exhaustion And Counterproductive Behavior has been done before. Work Interference With Personal Life high can push Emotional Exhaustion done by Nyberg et al. (2018) And Putri et al. (2023), Personal Life Interference With Work have an impact on Counterproductive Behavior Giordano et al., (2020) and relationships Emotional Exhaustion with Counterproductive Behavior Ahad et al. (2024), Gwamanda & Mahembe (2024) influence Work Interference With Personal Life to Emotional Exhaustion had previously been researched by Akram et al. (2019). Personal Life Interference With Work to Emotional Exhaustion conducted by Bi & Ye (2021). Research on the relationship between Emotional Exhaustion And Counterproductive Behavior done by Liu et al. (2020). However, previous studies tend to focus more on discussing the side Work Life Balance in general as the main cause Counterproductive Behavior. In this study we will identify Work Interfering with Personal Life And Personal Life Interference

With Work as an important factor that is rarely made the main focus in previous literature on Counterproductive Behavior (Fachridian et al., 2024; Ghazmahadi et al. 2020; Sukarno et al., 2020). This research will also look at whether Emotional Exhaustion will mediate between dimensions Work Life Balance that is Work Interference With Personal Life And Personal Life Interference With Work to Counterproductive Behavior, which is carried out at the chicken slaughterhouse (RPA) company.

This study aims to examine how Work Interfering with Personal Life And Personal Life Interference With Work influence Counterproductive Behavior through Emotional Exhaustion. This study is important because it can provide insight for organizations to create a work environment that supports work-life balance, as well as reduce factors that can trigger counterproductive behavior. Thus, organizations can increase productivity while maintaining mental health.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Work Interference With Personal Life**

According to Nyberg et al. (2018) Work Interference With Personal Life (WIPL) is a conflict that often occurs when work demands interfere with activities or interests in personal life, such as long working hours or work stress that affects the quality of time for family. WIPL occurs because the large responsibility or pressure from work will interfere with a person's ability to meet personal life needs, including family or social activities. An imbalance between work and personal life occurs when there are high expectations from the organization that ultimately trigger pressure at work so that it takes more time, energy and attention that should be used for activities outside of work (Banu 2016).

Fisher et al. (2009) in his study defined Work Interference With Personal Life (WIPL) as a negative influence of work that directly interferes with personal well-being or home life, including emotional and physical impacts. WIPL as part of work-life conflict that describes the intervention of work activities in personal life, often caused by unrealistic job expectations or lack of support in the workplace. WIPL occurs when superiors or workloads impose time pressure or value conflicts that are not aligned with personal needs, thus affecting the overall harmony of life (Putri et al. 2023).

### **Personal Life Interference With Work**

Personal Life Interference with Work (PLIW) defined as a condition in which responsibilities or activities in personal life interfere with or hinder the implementation of work responsibilities, thus causing conflict between personal and work roles (Zadeh et al. 2024). According to Boamah et al. (2022) PLIW occurs when pressures from roles in personal life (such as family, social relationships, or household responsibilities) affect a person's ability to meet work demands. Conflicts that occur in personal life cause difficulties or obstacles in carrying out work tasks. PLIW is formed due to role conflicts in a person's personal life within the family, such as responsibilities in caring for children or personal commitments that lead to disruptions in work schedules and the ability to meet work demands.

Personal Life Interference with Work Work stress can be defined as an imbalance between the needs or demands of personal life and work responsibilities, resulting in stress and decreased work performance. Work stress describes the negative impact of personal life on work, including emotional, physical, or time-consuming distractions, thus hindering a person's ability to focus on work (Chatra 2023). Ayu et al. (2024) explains that Personal Life Interference With Work occurs when there is a problem with personal life that takes up a person's time and thoughts so that it interferes with activities and responsibilities at work, because there is no longer any energy to do the work due to the many personal thoughts and problems.

### **Emotional Exhaustion**

Emotional Exhaustion Defined as a condition of emotional exhaustion that occurs due to prolonged pressure or stress, whether from the work environment, personal life, or a combination of both, characterized by feelings of mental and emotional fatigue, so that individuals find it difficult to face the demands of work or daily life (Akram et al. 2019).

Emotional Exhaustion Occurs due to fatigue, either physical or emotional, at work caused by excessive workload and the lack of commitment from leaders who can appreciate employees' dedication to achieving company goals (Liu et al. 2020). According to Edmondson et al. (2019) Emotional Exhaustion This occurs because of the high demands of work that cannot be completed within normal working hours by employees, resulting in pressure or stress and ultimately they feel emotionally exhausted. Emotional Exhaustion Is an emotional cognitive consequence of stress that has long-term effects, which arises due to conflict between work and personal life, where the impact not only affects individual behavior, but also social life (Kräft et al. 2024).

Rink et al. (2023) defines Emotional Exhaustion As a condition in which workers feel unable to position or organize themselves on a psychological level due to depleted emotional resources, where individuals lose emotional attachment to the company. Emotional Exhaustion Emotional exhaustion is defined as exhaustion caused by personal feelings characterized by feelings of helplessness or depression. Emotional tension caused by an unbalanced relationship between self and work can lead to depletion of emotional resources (Liu & Yu, 2019). According to Wei & Ye (2022) Emotional Exhaustion occurs when a person's emotions are drained by other people at work, such as superiors or coworkers, they feel tired, energetic, and exhausted. Emotional Exhaustion refers to a psychological condition in the form of physical and emotional exhaustion caused by stress, an important dimension of work burnout, it can also occur due to changes in the work-related identity felt by employees, causing changes in their emotions.

#### **Counterproductive Behavior**

Counterproductive Behaviors employee behavior that is contrary to organizational policies and goals, thus inhibiting productivity which results in losses for the company (Elliethey et al. 2024). According to Yao (2021) Counterproductive Behavior This includes deliberate behavior that reduces work efficiency, acts of deviance, obstructs coworkers, disobedience to company rules or superiors' orders, and even misuses company resources. These actions occur due to employee dissatisfaction or disappointment with the company or unwise behavior by management. Counterproductive Behavior This is reflected in the presence of sabotage, hostility, and physical or verbal violence that violate moral and ethical standards. According to Baloch et al. (2017) Counterproductive Behavior Defined as aggressive behavior of organizational members that is not beneficial to the company, such as making coworkers uncomfortable, providing substandard work, thus having a negative impact on individuals and management.

Counterproductive Behavior Is a situation in which employees may not be motivated to meet societal standards and expectations or may be motivated to defy those standards by engaging in actions that contradict organizational standards or disturb others (Toga and Yoelianita 2022). Based on research by Clercq & Pereira (2024), Counterproductive Behavior Considered as intentional or unintentional negative behavior with the aim of sabotaging the company's functions. Counterproductive Behavior Also interpreted as a condition where employees psychologically distance themselves and do not want to have a relationship with the company. This behavior is a form of action that employees deliberately display to harm themselves and the organization (Gwamanda and Mahembe 2024).

#### **Work Interference With Personal Life and Counter Productive Behavior**

Wei & Ye (2022) research in their research on teaching staff in China proved that Work Interference With Personal Life has a positive impact on Counter Productive Behavior caused by excessive workload and role ambiguity. WIPL often increases stress and frustration. When employees feel that their personal lives are being disrupted, with high workloads and hours, they may feel dissatisfied and lose control over the situation, which can trigger behavior. Counter Productive Behavior as a form of venting negative emotions. Tran et al. (2021) conducted on hospital employees in his study also explained that the higher Work Interference With Personal Life then it will increasingly encourage the creation of behavior Counter Productive Behavior. For healthcare workers, increased

work demands, long hours and shifts, and staff shortages can lead to work-life conflicts and stress. An imbalance between work and personal life can lead to a lack of time for rest or emotional recovery, resulting in employees experiencing ongoing stress which triggers Emotional Exhaustion. The explanation above can be formulated as follows:

**H1:** Work Interference With Personal Life have a positive impact on Counter Productive Behavior

#### **Personal Life Interference With Work and Counter Productive Behavior**

Giordano et al. (2020) in his study on kindergarten teachers in China proved that Personal Life Interference With Work has a positive impact on Counterproductive Behavior Kindergarten teachers in China. Teachers who have many personal matters outside the office often interfere with productivity at work so that work responsibilities are reduced and the results achieved are not optimal. Kismono et al. (2023) in his journal explains work from home (WFH) which was widely carried out before and after the pandemic has led to the occurrence of Counterproductive Behavior thus causing losses to the company, because the work targets given are often not achieved because when working at home personal interests dominate which disrupts work. Likewise, Szostek (2019) research on female employees in Ethiopia also proved that Personal Life Interference With Work encourages the formation of behavior Counterproductive Behavior. Women have a big responsibility in managing the household, it is not uncommon for conflicts to drain energy so that productivity at work decreases and often does not go to the office because they are tired of personal responsibilities. Based on the description above, the hypothesis is formulated:

**H2:** Personal Life Interference With Work have a positive impact on Counter Productive Behavior

#### **Emotional Exhaustion and Counterproductive Behavior**

Akram et al. (2019) in his study on supervisor level employees in China, concluded that high job demands trigger emotional exhaustion which can drive behavior Counterproductive behavior. This condition supports the statement that Emotional Exhaustion has a positive impact on Counterproductive Behavior. Liu et al. (2020) in his research on full-time employees in China also proved that Emotional Exhaustion has a positive impact on Counterproductive Behavior The study was conducted on full-time employees in several companies in China. Socially when individuals feel they are not treated fairly or appreciated at work, Emotional Exhaustion they can increase the tendency to retaliate through Counterproductive Behavior. In his journal, Gwamanda & Mahembe (2024) support Akram et al. (2019) and Liu et al. (2020) research which states that there is a positive relationship between Emotional Exhaustion And Counterproductive Behavior. Employees who cannot control their emotions due to fatigue at work, they will lose empathy for others, resulting in hostile behavior and even not caring about their coworkers. When self-control capacity weakens, Emotional Exhaustion will increase, and causes individuals to be more susceptible to displaying impulsive behavior, namely Counterproductive Behavior. Based on the description above, the following hypothesis is formulated:

**H3:** Emotional Exhaustion has a positive impact on Counterproductive Behavior.

#### **Work Interference With Personal Life and Emotional Exhaustion**

Ahad et al. (2024) in his research on workers in China proved that Work Interference With Personal Life has a positive impact on emotional exhaustion. When work interferes with personal life, a person will feel a loss of control over their time, triggering prolonged stress which eventually makes them feel emotionally exhausted which eventually triggers a resignation due to emotions. In Akram et al. (2019) study explains that Work Interference With Personal Life pushes emotional exhaustion because high work pressure due to work causes neglect of family which triggers stress. This stress can contribute to emotional exhaustion, because individuals feel overwhelmed by constant pressure, both from work and unmet personal needs. Work and personal life conflicts can reduce psychological recovery time, such as sleep, exercise, or time with

family, which should help reduce stress. Based on the description above, the following hypothesis is formulated: **H4:**Work Interference With Personal Life has a positive impact on Emotional Exhaustion.

**Personal Life Interference With Work and Emotional Exhaustion**

Relationship between Personal Life Interference With Work And Emotional Exhaustion became a finding in Boamah et al. (2022) research. Personal Life Interference With Work. When personal problems interfere with work, individuals often find it difficult to concentrate, which can increase work stress. Conflict between personal life and work can cause emotional overload, accelerating the onset of emotional exhaustion. PLIW often leads to decreased productivity, which can lead to feelings of frustration or failure, contributing to emotional exhaustion. Employees who feel that their personal time is being interfered with by work will lose resources including time, energy, and social life. When employees feel that their personal life is being interfered with by high work demands, they will become exhausted more quickly, either physically or emotionally, triggering Emotional Exhaustion. This proves that Personal Life Interference With Work has a positive impact on Emotional Exhaustion, this is explained by Bhat et al. (2023) in his study. The explanation above produces the following hypothesis formulation: **H5:**Personal Life Interference With Work have a positive impact on Emotional Exhaustion

**Emotional Exhaustion as a mediating variable**

Wei & Ye (2022) previous research proved that Work Interference With Personal Life has a positive impact on Counter Productive Behavior. In line with Tran et al. (2021) research also explained that the higher Work Interference With Personal Life then it will increasingly encourage the creation of behavior Counter Productive Behavior. Adiauwaty & Bernhard (2023) in their study proved that Personal Life Interference With Work has a positive impact on Counterproductive Behavior kindergarten teachers in China. Likewise, Szostek (2019) research has proven that Personal Life Interference With Work encourages the formation of behavior Counterproductive Behavior. Akram et al. (2019) came to the conclusion in his study that Emotional Exhaustion is able to encourage behavior Counterproductive behavior. This condition supports the statement that Emotional Exhaustion has a positive impact on Counterproductive Behavior according to Liu et al. (2020) research. Based on the literature above, the following hypothesis is formulated: **H6:**Emotional Exhaustion mediates the relationship between Work Interference With Personal Life And Counterproductive Behavior. **H7:**Emotional Exhaustion mediates the relationship between Personal Life Interference With Work And Counterproductive Behavior.

Based on the explanation above, the research model formulated is as follows:

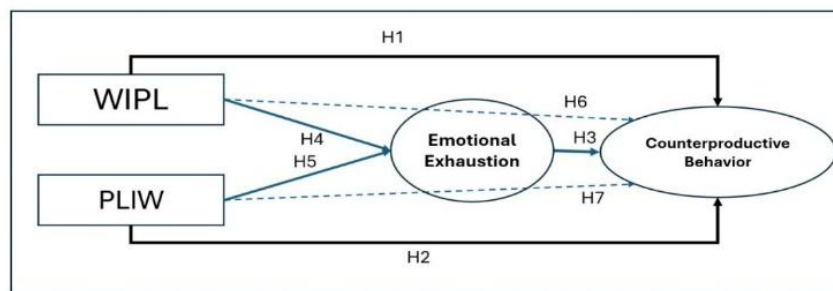


Figure 1. Research Model

**METHODS**

Measurement of variables Personal Life With Interference Work And Work Interference With Personal Life adopted from Agha et al. (2017). Questions for variables Personal Life With Interference Work as many as 5 questions and Work Interference With Personal Life There are 3 questions. For the variables Counterproductive Behavior

adopted from Hakim et al. (2024) as many as 7 questions and variables Emotional Exhaustion There are 5 questions adopted from the research of Ahad et al. (2024). The total statements in this measurement amount to 20 questions.

As a quantitative research, this study uses the method Structural Equation Model(SEM), using SPSS 26 and SmartPLS 4.0 for data processing and analysis. The researcher conducted validity and reliability tests with factor analysis using SPSS. Measurement values Kaiser Meyer-Olkin(KMO) and Measure of Sampling Adequacy(MSA) is used in the validity test. If the KMO and MSA values are above 0.5, it indicates that the factor analysis is appropriate. In the pretest, all KMO MSA indicator values are above 0.5, so all statements are stated to be valid. The reliability test uses measurements Cronbach's Alpha. Mark Cronbach's Alpha > 0.7 or approaching 1 indicates that the reliability test is getting better (Hair et al. 2014).

Design cross-sectional where data collection in one period March – May 2025 to prove the existence of a relationship between certain variables, aims to test the impact Personal Life With Interference Work And Work Interference With Personal Life to Counterproductive Behavior through Emotional Exhaustion on married employees in the chicken slaughterhouse industry. The population in this study were employees in chicken slaughterhouse companies totaling around 200-500 people per chicken slaughterhouse company. So the exact number is not yet known, therefore the number of respondents was determined using references from (Hair et al. 2014) stated that in a population whose number is not known for certain, the number of samples can be determined at a minimum of 5 times the number of research indicators to a maximum of 10 times with several criteria. Because the number of indicators in this study is 20, it is multiplied by 5 to become a minimum of 100 respondents, and the author plans the number of respondents to be 150 respondents so that it has exceeded the minimum number. For the sampling method using the technique of purposive sampling, namely the determination of samples determined by the author using several criteria. Data processing uses the Structural Equation Model method using Smart PLS 4.0. The criteria are (1) employees who have worked for at least 1 year; (2) married status; (3) at least 20 years old; (4) Minimum high school education. sent via Google Form to group email.

## **RESULT**

The respondents of this study were employees working at the Chicken Slaughterhouse (RPA), with a total of 196 respondents. The majority of respondents were male, 119 people (60.7%) and female 77 people (39.3%). For ages under 25 years there were 57 people (29.1%), 25-30 years 63 people (32.1%), 31-40 years old there were 47 people (24%) and over 40 years 29 people (14.8%). For education, the majority were high school 103 people (52.6%), Diploma only 10 people (5.1%) and the rest were S1 83 people or equivalent to 42.3%. In the category of length of service, those who have worked for 1-2 years are 60 people (30.6%), 2-5 years are 64 people (32.7%), 5-10 years are 50 people or 25.5% and those who have worked for more than 10 years are 22 people or the equivalent of 11.2%.

### **Measurement Model**

Before testing the hypothesis, construct validity and reliability tests have been conducted previously. In this study, the test convergent validity (loading factor), composite reliability(CR), and average variance extracted(AVE) was conducted. Initial stage of testing convergent validity measure the validity of reflective indicators by looking at the values outer loading each indicator. The results of processing the questionnaire data show that several indicators with values below 0.7 will be removed. In the variable Work Interference with Personal Life (WIPL) indicator WIPL1 = 0.668, WIPL3 = 0.581, WIPL4=0.685, variable Personal Life Interference with Work (PLIW) indicator PLIW1=0.659, PLIW2=0.663, variable Emotional Exhaustion (EE) indicator EE5=0.627 and variable Counterproductive Behavior (CPB) indicator CPB3=0.121, CPB7=0.581 will be removed. The value/outer loading for each indicator can be seen in attachment 6.

Measurement/discriminant validity/reflective indicators can be seen across loading between the indicators and their constructs. Measurement discriminant validity by comparing Average Variance Extracted(AVE) for each construct with the correlation between the construct and other constructs in the model. The value Average Variance Extracted(AVE) is declared valid if  $\geq 0.5$  and construct reliability  $> 0.6$  (Hair et al. 2014). Test results discriminant validity All variables are declared valid because the AVE value of each latent variable is higher than the correlation with other variables (Fornell-Larcker Criterion). The following are the results of AVE measurements and discriminant validity variables :

Table 1. AVE andDiscriminant Validity

	Average Variance Extracted	Discriminant Validity
WIPL	0,591	0,768
PLIW	0,995	0,997
EE	0,583	0,763
CPB	0,764	0,874

Next, the reliability test is seen according to the value cronbach's alpha which is produced in this data processing where all variables have values close to 1 or  $\geq 0.7$  which means it is very reliable. The results of the reliability test are used to determine whether the indicators of all research variables used are good constructs or not in forming a latent variable.

Table 2. Reliability Test of Research Variable Constructs

	Cronbach's Alpha	Composite Reliability
WIPL	0,768	0,776
PLIW	0,995	0,995
EE	0,761	0,769
CPB	0,938	0,940

Judging from table 2 above, the reliability of the variable constructs in this study all meet the requirements by showing a value cronbach's alpha And composite reliability all research variables  $> 0.7$ .

**Structural Model**

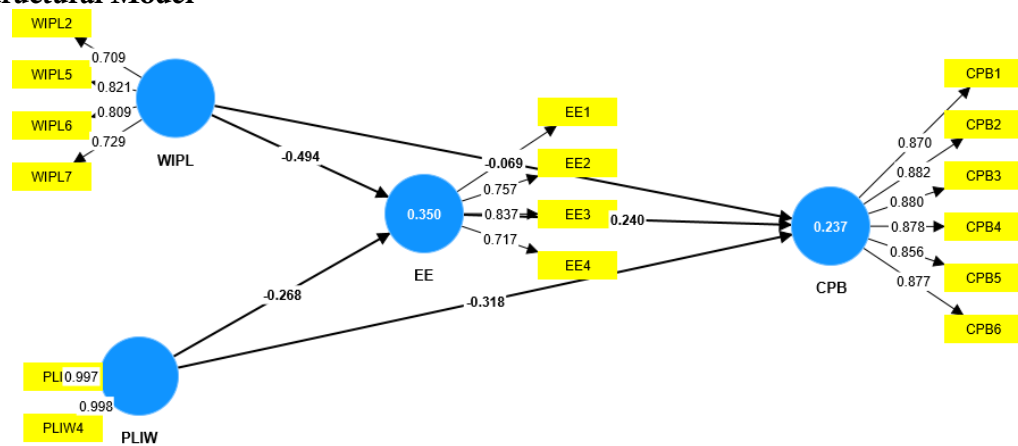


Figure 2. Path diagram

Based on Path diagram In Figure 2 above, the results of the validity test and hypothesis testing of the research model can be presented as follows:

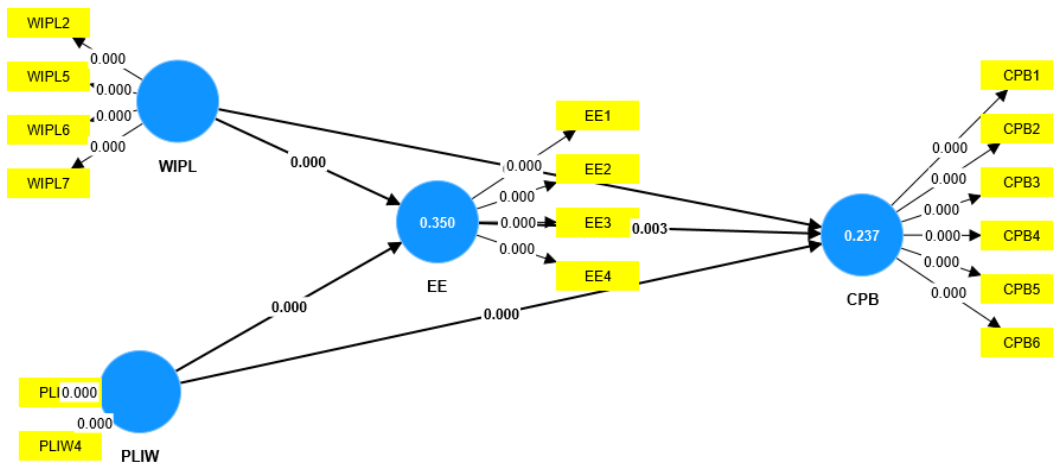


Figure 3. Path diagram p value (bootstrapping)

Based on output mark R-square, Counterproductive Behavior = 0.224, meaning the variable Work Interference with Personal Life, Personal Life Interference with Work And Emotional Exhaustion together can explain the variables Counterproductive Behavior amounted to 22.4% in this study, the remaining 77.6% is explained by research and other variables outside this study. Variables Emotional Exhaustion = 0.350, meaning the variable Emotional Exhaustion can be explained by variables Work Interference with Personal Life and Personal Life Interference with Work 35% in this study, the remaining 65% is explained outside this study.

Measurement inner model using the method Goodness of Fit Model with value predictive relevance (Q<sup>2</sup>). The results of the analysis of the score values from Q<sup>2</sup> in this study is 0.8210, meaning that the model can explain the phenomenon studied. Based on these results, it can be concluded that the model has good predictive value and can be used for hypothesis testing. In model Fit which is indicated by the NFI value (0.558) which is above 0.5 indicates that the designed model has sufficient suitability. In the test model Fit, research that has value Standardized Root Mean Square Residual(SRMR) < 0.10 means it has a good fit. This study's SRMR value is 0.089, which indicates that the model in this study has a good fit with the correlation studied.

**Hypothesis Testing**

Based on Figure 3 above, the results are shown p-value between variables that indicate whether or not the hypothesis is supported. The complete details can be seen in the table below:

Hypothesis	Hypothesis Statement	Original Sample (OS)	t Statistic	P Value	Information
H1	Work Interference With Personal Life negatively affectCounter Productive Behavior	-0,069	0,709	0,239	Data does not support the hypothesis
H2	Personal Life Interference With Work negatively affectCounter Productive Behavior	-0,318	3,710	0,000	Data supports the hypothesis
H3	Emotional Exhaustion has a positive impact onCounterproductive Behavior.	0,240	2,743	0,003	Data supports the hypothesis
H4	Work Interference With Personal Life negatively affectEmotional Exhaustion.	0,494	8,707	0,000	Data supports the hypothesis
H5	Personal Life Interference With Work negatively affectEmotional Exhaustion	-0,268	4,246	0,000	Data supports the hypothesis
H6	Emotional Exhaustionmediate the relationship betweenWork Interference With Personal Life And Counterproductive Behavior.	-0,064	2,371	0,009	Data does not support the hypothesis
H7	Emotional Exhaustionmediate the relationship betweenPersonal Life Interference With Work And Counterproductive Behavior.	-0,119	2,408	0,008	Data does not support the hypothesis

Based on the results of the hypothesis test, in this study the hypotheses H2, H3, H4 and H5, H6 and H7 are supported by the data. While H1 data is unable to prove the hypothesis because the value  $T\text{-statistic} < 1.65$  or value-value greater than 0.05. The test was conducted with a 95% confidence level with the type of test one tailed.

## **DISCUSSION**

Work Interference With Personal Life negatively affect Counterproductive Behavior not proven in this study. The work pressure felt by employees in chicken slaughterhouses does not significantly affect the pressure on personal life. The existing workload has not disturbed the balance between the work role and the personal role of the respondents. This finding shows that workers in this industry are considered normal and attached to the professional responsibilities they carry out. Although the work demands them physically and mentally, employees are able to manage the pressure so that it does not have a negative impact on their personal lives. This attitude indicates a high level of adaptation or the existence of work culture norms that accept pressure as part of daily work. One form of acceptance of work pressure is seen in the attitude of employees who continue to work even before big days such as D-1 of Eid. They do not mind the long working hours, as long as there is appropriate compensation. Even on Sundays, some of them still come to work to meet production targets, especially when the cutting volume increases while machine capacity is limited. This shows that workers understand the company's operational conditions and are willing to adjust themselves for the sake of smooth work processes. Therefore, work pressure is not perceived as a disruption to personal life, but rather as part of acceptable professional responsibility. The results of this study differ from the results of the studies by Wei & Ye (2022) and Tran et al. (2021) which states that Work Interference With Personal Life have a positive impact on Counterproductive Behavior.

Personal Life Interference With Work negatively affect Counterproductive Behavior in this study strengthens the findings of Giordano et al. (2020) and Kismono et al. (2023). Based on the results of field observations, it shows that various problems in employees' personal lives contribute to decreasing enthusiasm and concentration at work. Some of the forms of disturbances most frequently mentioned by respondents include domestic conflicts such as divorce, arguments with partners, difficulties in paying installments and tensions with family members or in-laws, especially for those who still live with their extended family. Problems like this create an emotional burden that is carried over to the work environment, disrupting the focus and psychological stability of employees. As a result, employees tend to exhibit counterproductive behavior such as working carelessly, withdrawing from interactions at work, or becoming more sensitive to pressure at work. This finding strengthens the results of the analysis that disturbances from personal life have a significant influence on increasing Counterproductive Behavior at work.

Furthermore Emotional Exhaustion has a very significant positive influence on Counterproductive Behavior. This finding is in line with research by Gwamanda & Mahembe (2024) and Akram et al. (2019) which indicates that the higher the level of emotional exhaustion felt by employees, the greater the tendency to exhibit counterproductive behavior in the workplace. Employees who experience emotional exhaustion will have impaired ability to regulate emotions, thus encouraging them to do things that are detrimental to the company such as sabotage, frequent absences without reason and conflicts with coworkers. Emotional exhaustion will cause dissatisfaction, feelings of emotional burden, indifference to work which encourages counterproductive behavior. Employees who feel tired no longer care about their environment and work results. They often do whatever they want to vent their fatigue at work. This condition causes behavior Counterproductive behavior.

The next hypothesis Work interference With Personal Life(WIPL) has a significant negative impact on Emotional Exhaustion(EE) is also proven in this study. Based on these results, it can be said that the higher the work interference with personal life felt by individuals, the higher the level of emotional exhaustion they experience. In a chicken slaughterhouse, the hard work, deadline or long working hours, frequent sudden and

repeated overtime can reduce the time and quality of personal life, loss of recreation time with family, social activities or personal activities that should be a way to reduce work pressure. This condition triggers a sense of guilt towards family, frustration and dissatisfaction, thus leading to emotional exhaustion due to the lack of balance between personal life and work. The results of this study support Ahad et al. (2024) and Akram et al. (2019)

Personal Life Interference With Work negatively affects Emotional Exhaustion also supported in this study. These results indicate that the higher the interference of personal life to work, the greater the level of emotional exhaustion experienced by employees. When employees bring mental burdens or conflicts from home to the workplace such as family problems, financial stress, or arguments with partners, it can drain mental energy and reduce their ability to deal with work demands optimally. As a result, employees become tired more quickly, unfocused, easily frustrated and experience increasing emotional stress. These findings are in line with the theory Personal Life Interference With Work which states that inter-role conflict in this case personal life interferes with work, can trigger emotional stress. The results of this study are in line with Boamah et al. (2022) And Bhat et al. (2023) research who stated that when personal problems interfere with work, individuals often find it difficult to concentrate, which can increase work stress. When problems or pressures from personal life enter and interfere with the implementation of work tasks, employees experience a double psychological burden because they have to manage two conflicting things, completing work tasks while dealing with personal problems. This condition triggers continuous stress that drains employees' emotional energy, which ultimately causes emotional exhaustion to increase. Disturbances from personal life reduce concentration and focus at work, so employees have to work harder to continue to meet work demands even in disturbed emotional conditions.

Emotional Exhaustion mediate the relationship between Work Interference With Personal Life And Counterproductive Behavior proven in this study. Emotional Exhaustion mediate the relationship between Work Interference With Personal Life (WIPL) and Counterproductive Behavior in chicken slaughterhouse employees because the pressure and disturbance from work that interferes with personal life increases emotional exhaustion, which further reduces motivation and self-control, thus encouraging counter-productive behavior. Emotional Exhaustion as a condition of severe emotional exhaustion due to prolonged work stress. When employees experience Work Interference With Personal Life (WIPL), which is when work interferes with personal time and quality of life, psychological stress increases. This disruption triggers feelings of stress and emotional exhaustion. Emotional exhaustion This damages the mental and emotional balance of employees. Chicken slaughterhouse employees who experience WIPL tend to experience conflict between work and personal life. Because their work demands great physical and mental effort, interference with personal life increases stress, drains energy and emotional resilience. This condition leads to Emotional Exhaustion. Emotionally exhausted employees lose self-control and patience which can lead to negative behavior, namely counterproductive behavior. This study supports the studies of Wei & Ye, (2022), Tran et al. (2021) And Adiaty & Bernhard, (2023).

Emotional Exhaustion mediate the relationship between Personal Life Interference With Work And Counterproductive Behavior supported by the data of this study. Emotional Exhaustion mediate the relationship between Personal Life Interference With Work (PLIW) and Counterproductive Behavior in chicken slaughterhouse employees because the interference from personal life entering the work realm increases emotional stress, which then reduces self-control and motivation, thus triggering counter-productive behavior in the workplace. Emotional Exhaustion occurs due to prolonged pressure and stress. When personal life interferes with work (PLIW). Pressure when personal life interferes with work makes the employee's emotional condition unstable which leads to counterproductive behavior. Counter behavior occurs driven by high emotional levels because they feel that their personal life is disturbed by work so that they feel they have

no time for their own interests. Disturbances from personal life that enter the realm of work cause ongoing stress, for example, family problems, health, or household responsibilities that interfere with focus and concentration at work. In the context of a chicken slaughterhouse, work that demands concentration and physicality makes this disturbance even more severe, accelerating the emergence of emotional exhaustion. Employees who experience emotional exhaustion experience decreased control over their emotions, making it easier to show negative behavior. High emotional stress reduces work motivation and satisfaction, which opens up opportunities for the emergence of counterproductive behavior (such as being late, reducing the quality of work, or sabotage). This study strengthens research of Szostek, (2019), Akram et al. (2019) and Liu et al. (2020)

## **CONCLUSION**

Work Interference With Personal Life (WIPL) does not have a significant effect on Counterproductive Behavior (CPB), but has a negative impact on Emotional Exhaustion. Personal Life Interference With Work have a negative impact on Counterproductive Behavior And Emotional Exhaustion. Emotional Exhaustion has a positive impact on Counterproductive Behavior. Emotional Exhaustion have an impact on Work Interference With Personal Life And Personal Life Interference With Work to Counterproductive Behavior on chicken slaughterhouse employees. The existing workload is considered normal and part of the professional responsibility accepted by employees. In addition, employees have a high level of adaptation and a work culture that accepts pressure as part of daily work. Work pressure is not perceived as a disturbance that triggers counterproductive behavior. Disturbances from personal life such as household conflicts, financial problems, and family tensions cause emotional burdens that employees carry into the work environment. These disturbances disrupt focus and psychological stability, causing counterproductive behavior such as careless work and withdrawal. Thus, problems in personal life directly reduce performance and increase negative behavior in the workplace.

The limitations of this study, it is hoped that subsequent research will explore further variables of Counterproductive Behavior such as Turnover Intention and Employee Performance. Longitudinal sampling is recommended to see more accurately and deeply the relationship between variables. Next, research is expected to be conducted in other sectors such as manufacturing companies, education and others to test the consistency of the relationship between Work Interference With Personal Life And Personal Life Interference With Work to Emotional Exhaustion And Counterproductive Behavior.

Managerial implications for company leaders are to ensure that the workload is not excessive, and that there is a need for proportional workload management and training in managing stress so that employees do not experience excessive mental fatigue which affects productivity and work quality due to this behavior. Counterproductive Behavior. Companies need to provide support to help employees manage disruptions from personal life in the form of counseling or flexible working hours or that can reduce stress from personal problems. Managers must be aware of the signs of burnout shown by employees by taking preventive measures such as job rotation, leave and employee wellness programs. Companies must develop programs that encourage work-life balance so that employees feel valued and free from stress. These programs not only improve well-being but also employee productivity and loyalty.

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