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## Job Stress and Counterproductive Work Behavior: The Roles of Person–Organization Fit and Trait Emotional Intelligence in Indonesia’s Leasing Industry

Ingrid L. Berg<sup>1\*</sup>, Ole H. Johansen<sup>1</sup>

1. Department of Leadership and Innovation, Faculty of Social Sciences, University of Tromsø, Tromsø, Norway.

### Abstract

This study seeks to examine the influence of job stress on counterproductive work behavior (CWB). Given that job stress reflects an individual’s psychological response, trait emotional intelligence (EI) is examined as a key personal determinant. In addition, person–organization (PO) fit is analyzed as an antecedent of job stress. A quantitative survey approach was employed within Indonesia’s leasing industry. Data were collected from 88 valid respondents and analyzed using Structural Equation Modeling (SEM) with SmartPLS. All constructs were operationalized using established and validated measurement scales drawn from prior research. The findings support three significant relationships among trait EI, PO fit, job stress, and CWB. Specifically, trait emotional intelligence was found to be negatively related to job stress, indicating that individuals with higher EI experience lower stress levels. Similarly, a strong person–organization fit was shown to reduce job stress. However, the results do not provide empirical support for a direct relationship between job stress and counterproductive work behavior. The study’s generalizability is limited by its relatively small sample size. Future research is encouraged to incorporate additional variables and alternative dimensions to enhance the understanding and prediction of counterproductive work behavior. The results offer practical guidance for organizations by highlighting the importance of recruiting and promoting employees with high emotional intelligence, as they are less vulnerable to job-related stress. Furthermore, organizations are advised to foster work environments that align with employees’ characteristics, thereby promoting healthier social interactions and reducing workplace stress. This study introduces an alternative approach to measuring counterproductive work behavior compared to previous research. It also contributes to the literature by integrating both individual traits and person–organization interaction factors to explain job stress.

**Keywords:** Trait Emotional Intelligence, Person–Organization Fit, Job Stress, Counterproductive Work Behavior, Indonesia

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**Corresponding author:** Ingrid L. Berg

**E-mail** ✉ [ingrid.berg@outlook.com](mailto:ingrid.berg@outlook.com)

### Introduction

Counterproductive work behavior (CWB) inflicts serious damage on organizations by undermining performance, morale, and resources. Such behavior covers a wide range—from relatively harmless acts like using company stationery or printers for personal matters to serious offenses including workplace bullying, aggression, and outright abuse [1]. In Indonesia, the leasing industry functions in a fast-paced, highly competitive setting with comparatively light regulation and limited consumer protections [2]. This environment can create opportunities and incentives for employees to engage in unethical or deviant conduct. Indonesian news outlets have frequently reported cases involving financial fraud, misappropriation of client or company funds, and improper seizure of customers’ assets without following proper legal procedures.

In recent years, academic interest in counterproductive behaviors has grown considerably. Scholars have approached the topic both conceptually [3] and through various empirical investigations [3-7]. Researchers have examined these behaviors in



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multiple contexts, including university lecturers [5], public sector workers [6], multinational corporation employees [8], and nursing staff [7]. At its core, CWB involves deliberate actions intended to harm either the organization itself or individuals within it—examples include deliberate sabotage, unauthorized disclosure of confidential information, or intentionally slowing down work [6].

Much of the existing research has concentrated on workplace-related factors such as burnout [7], occupational stress, organizational atmosphere [6], organizational citizenship behavior [5], leader–member relationship quality, and fairness perceptions [9]. A less common perspective has explored macroeconomic influences, such as the role of economic downturns in triggering deviant behavior [4]. On the individual side, researchers have investigated the roles of emotional intelligence [7, 10], physical and psychological health [8], and self-worth [11], among other personal attributes.

Several studies at the employee level point to the absence of clear ethical guidelines, unsupportive organizational culture, and excessive workloads as important drivers of CWB [6, 7, 12]. Unfavorable work conditions often generate significant stress, which can subsequently motivate employees to engage in deviant acts. Chraif and Anitei [4] demonstrated that excessive job demands produce stress that, in turn, increases the likelihood of counterproductive behavior. Fear of job loss has also been identified as a contributing factor [4]. Importantly, however, individual personality differences shape how people experience and respond to workplace stressors [13].

This study advances the literature by explicitly incorporating trait emotional intelligence (EI) into the analysis of job stress and CWB. Trait EI reflects relatively stable tendencies in perceiving, understanding, and managing emotions, which significantly influence workplace attitudes and actions. High EI has been associated with more effective communication, proactive leadership, authentic leadership behaviors, better utilization of team members' strengths, and a stronger tendency toward transformational leadership [14–17]. Numerous studies also indicate that individuals with higher EI experience less severe negative effects from emotional exhaustion [7, 10, 18]. For these reasons, trait EI appears to be a key protective factor against job stress and, ultimately, counterproductive behavior.

Job stress may also stem from misalignment between an individual's personality and the characteristics of the organization. Such person–organization mismatch has been linked to lower job satisfaction [19], reduced organizational commitment, and greater turnover intentions [20]. Person–organization fit is generally considered a more comprehensive form of congruence than person–job fit alone [21], yet it remains difficult to achieve without first ensuring compatibility between job demands and the employee's capabilities and preferences.

The current research investigates how trait emotional intelligence and person–organization fit influence job stress, and how job stress, in turn, relates to counterproductive work behavior. The study applies this framework to employees in Indonesia's leasing industry—an under-researched setting that resembles banking in function but operates under significantly lighter regulatory supervision. Indonesia's relatively moderate rule-of-law environment, as reflected in global indices around 2020, further shapes the context in which these behaviors may emerge. Findings from this setting may hold relevance for other developing markets with similar regulatory and cultural characteristics.

Overall, this study extends the CWB literature by examining the phenomenon within the leasing sector of a developing country, by focusing specifically on trait (rather than broad) emotional intelligence, and by providing evidence that—contrary to some previous findings—job stress does not necessarily translate into counterproductive behavior in this particular Indonesian context. These insights may offer practical guidance for organizations facing comparable challenges in other regions.

## Literature Review

### *Counterproductive work behavior*

Scholars have developed various frameworks to define and categorize counterproductive work behavior (CWB). This broad term typically includes any workplace actions deemed inappropriate or harmful [5]. These actions are often labeled as deviant or undesirable [11, 12], with potential to undermine organizational goals and resources [22]. Some views emphasize intentionality, describing CWB as purposeful violations of norms designed to damage the employer [5]. Others note that it can also stem from accidental or unaware actions, where employees fail to anticipate the negative effects of their conduct [10].

One influential typology divides CWB by target: directed at people or at the organization [23]. Person-targeted deviance involves harmful interpersonal acts, such as insults, rudeness, or harassment that impact colleagues emotionally or physically [5, 23]. Organization-targeted deviance focuses on operational disruptions, like extended unauthorized pauses, purposeful inefficiency, policy violations, or theft [5, 12, 23]. An alternative breakdown identifies five main types: abusive acts toward others, deviations in productivity, sabotage, theft, and avoidance or withdrawal from duties [12].

### *Job stress*

Workplace stress is characterized as the emotional strain felt when confronting critical yet unpredictable demands [24]. It often arises from unresolved challenges, limited resources, skill gaps, or unclear direction and incentives. Another perspective highlights individual differences: the same triggers may overwhelm one worker while leaving another unaffected, depending on personality and sensitivity to stressors [25]. Chronic exposure can erode physical and mental health [13, 25], commonly appearing as apprehension [26] or heightened anxiety [13, 25].

Research consistently links occupational stress to lower job satisfaction [27-29], increased exhaustion and burnout [28], poorer overall life quality [27], and greater risk of deviant actions [12]. Triggers frequently include vague responsibilities, heavy demands, weak management support, and restricted control over tasks [13, 26]. Personality factors, such as high neuroticism or tendencies toward dishonesty, also heighten susceptibility [13]. Studies further confirm that poor alignment between a person and their role or environment elevates stress levels [30].

### *Trait emotional intelligence*

Emotional intelligence (EI) remains a debated concept, but it is often framed as a suite of non-intellectual skills for navigating pressures and social demands effectively [31]. One detailed model breaks it into four skills: identifying, applying, comprehending, and regulating emotions [32]. A major distinction separates ability-based EI (focused on actual cognitive processing of emotions) from trait-based EI [33]. Ability EI deals with real-time emotional reasoning and contextual awareness [33, 34], but its assessment via performance tests can introduce biases due to subjective scoring [33, 35].

Trait EI instead captures enduring patterns of emotional self-perception, behavior, and confidence, closely tied to personality traits [33, 35]. Research supports viewing it within established personality models [36], and it is commonly evaluated through self-assessments that reflect hierarchical personality traits [33, 37]. Comprehensive reviews of meta-analyses [38], including works by Schutte *et al.* [39], Van Rooy & Viswesvaran [40], and Van Rooy *et al.* [41], show both EI forms predict better outcomes in work, education, relationships, and various aspects of health. Trait EI, however, tends to demonstrate stronger predictive power across these areas.

### *Person-organization fit*

Grounded in interactionist theory, person-organization (PO) fit represents the mutual compatibility between an employee's characteristics and the workplace environment [42]. Workers can evaluate this alignment through personal reflection, guiding choices about entering or staying in a position [42-44]. It is often defined as the felt sense of harmony within the company, including alignment with organizational features and positive relations with peers [45]. Good PO fit fosters advantages like stronger loyalty [46], voluntary helpful behaviors [47], improved satisfaction and effectiveness [19], and greater creativity [48]. Overly strong fit, though, might dull responsiveness to outside shifts.

True PO fit develops when shared values and reciprocal fulfillment of needs exist between the individual and the organization [42, 45, 49, 50]. It encompasses perceived (subjective) and actual (objective) aspects [51]. Perceived fit involves believing one's principles match the company's [44, 46, 51, 52]. Actual fit reflects practical complementarity, such as matching capabilities to demands [43] or exchanging resources like pay for contributions [49, 53].

### *Hypotheses*

People with elevated trait emotional intelligence possess greater social insight and the discernment to select constructive responses in challenging circumstances. This capability fosters optimistic outlooks and thoughtful self-positioning during difficulties. Given that job stress represents a negative emotional response that can vary in expression [25], strong emotional regulation skills can alter how individuals interpret and experience workplace pressures. Higher trait EI tends to promote positive appraisals of work environments, thereby reducing the likelihood of experiencing significant stress. Supporting evidence shows that trait EI enhances self-awareness [16], aiding individuals in adopting beneficial perspectives when facing issues. It also supports better handling of complicated choices [54], lowers the risk of behavioral issues [55], and contributes to greater well-being in personal relationships [39]. Additional research indicates that trait EI moderates reactions to stressors and reduces anxiety proneness [56]. Moreover, individuals high in trait EI tend to bounce back more quickly from stressful episodes [57]. Based on this foundation, the study proposes:

Hypothesis 1. Trait emotional intelligence is negatively related to job stress.

Strong alignment between an individual and their organization boosts internal drive by matching personal values with workplace culture, allowing employees to pursue their interests and higher-level aspirations. This congruence creates a sense of ease and positivity toward job conditions [42]. Stress typically arises from imbalances between task demands and available resources or capabilities; greater person-organization fit helps close this gap. Prior work has linked PO fit to lower turnover intentions [20, 45], higher extra-role contributions [47], stronger emotional attachment to the organization [46], elevated job satisfaction [19], and improved performance [19, 58]. These outcomes collectively suggest that PO fit promotes healthier work experiences and mitigates difficulties. One study among performing artists showed that PO fit enhances personal well-being, mindfulness, and resilience [59]. The benefits of PO fit also appear consistent across different national contexts in fostering

commitment [60]. Direct evidence further confirms its role in lowering occupational stress [30]. Accordingly, the study advances:

Hypothesis 2. Person-organization fit is negatively related to job stress.

When workers struggle to manage workplace demands, stress can build and inadvertently prompt counterproductive actions. Prolonged stress impairs both physical and psychological health [8, 28, 61], potentially manifesting in behaviors such as procrastination, deliberate inefficiency, or rule-breaking. Stress can also spark interpersonal tensions or clashes between staff and management [62], hindering optimal performance. Empirical findings have established positive links between workplace stressors and deviant conduct [6, 11]. Comparable patterns emerge with related factors like emotional depletion [10], burnout [7], general occupational strain, and job-related fears [4]. On this basis, the study posits:

Hypothesis 3. Job stress is positively related to counterproductive work behavior.

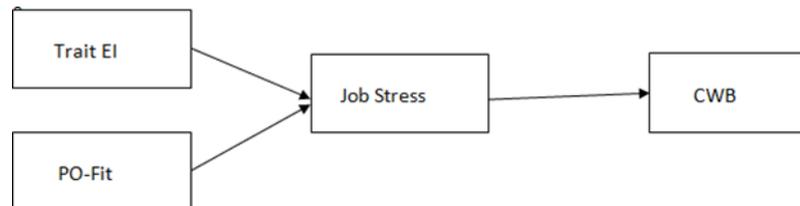


Figure 1. Research Framework

## Method

### Data and sample

The data were gathered from middle managers employed at a prominent leasing firm in Indonesia, which holds a leading position in the market. All participants were required to have at least two years of managerial experience. A total of 345 eligible managers were invited to take part in the survey. To minimize social desirability bias, the process was conducted independently without any company endorsement or pressure to participate. Respondents completed a questionnaire that included demographic details and scale items for the key variables. Out of the invitations, 113 questionnaires were returned, yielding a response rate of 32.7%. After screening for completeness, 25 submissions were found to have substantial missing or invalid data and were excluded. This left 88 usable responses for the analysis. Despite the modest final sample size, it remains adequate for the study's purposes, as it targets experienced managers and employs Partial Least Squares (PLS) analysis, which performs well with smaller samples.

### Measurements

Counterproductive work behavior (CWB) was assessed using an adapted version of the instrument originally developed by Spector *et al.* [63]. The scale covers five core aspects: sabotage, withdrawal, production deviance, theft, and abuse. This tool is one of the most commonly applied measures in CWB research. While the original version asks respondents to report the frequency of behaviors, the current study shifted to ordinal response options reflecting the extent or intensity of each behavior. This change was made to reduce potential recall inaccuracies or bias associated with frequency estimates.

Job stress was measured with six items drawn from Crank *et al.* (1995), capturing feelings of pressure, tension, anxiety, worry, emotional fatigue, and general distress related to work. These items align closely with established stressor-based conceptualizations and have been extensively used in prior stress research.

Trait emotional intelligence was evaluated using the short form of the Trait Emotional Intelligence Questionnaire (TEIQue-SF) developed by Petrides and Furnham [33]. This abbreviated version assesses four main facets—well-being, self-control, emotionality, and sociability—and offers comparable validity to the full-length instrument while being less burdensome for respondents.

Person-organization (PO) fit was operationalized with nine items from Cable and DeRue [52], addressing three dimensions: value congruence, needs-supplies fit, and demands-abilities fit.

### Analysis

Confirmatory factor analysis (CFA) was performed on all scales to verify construct validity and reliability, retaining only items that met established thresholds. Convergent and discriminant validity were evaluated during this process. Hypotheses were tested through structural equation modeling implemented in SmartPLS software. The PLS approach was selected because it preserves variance (unlike methods that rely on aggregation), handles complex models effectively, and provides robust results even with relatively small sample sizes.

## Results

Initial data screening identified 25 incomplete responses, resulting in a final analytic sample of 88 cases. The respondent profile was predominantly male (78%), with 22% female. Regarding managerial tenure, 3% had more than ten years in such roles, while the majority fell within the 2–10 year range.

Validity and reliability assessments were conducted via confirmatory factor analysis, with iterative refinements over three rounds to achieve acceptable average variance extracted (AVE) values and Cronbach's alpha coefficients. Items with factor loadings below 0.5 were excluded from subsequent analyses.

In the first round of convergent validity testing, 23 items were removed due to insufficient loadings: six from trait EI, one from job stress, and the rest from CWB. A second round led to the elimination of three more items (two from trait EI and one from CWB). Details on the retained indicators, their individual factor loadings, and Cronbach's alpha values for each construct are summarized in **Table 1**.

**Table 1.** Loading Score, AVE, Cronbach Alpha of valid variables and items

Variables and Items	Load	AVE	CA
<b>Trait Emotional Intelligence</b>			
<b>Well-Being</b>			
		0.51	0.80
I generally do not find life enjoyable	0.71		
Overall, I am satisfied with my life	0.89		
I feel I possess many positive qualities	0.60		
I believe I am full of personal strength	0.69		
Generally, I tend to have pessimistic views about most things	0.66		
I usually feel that things will turn out well in my life	0.67		
<b>Self-Control</b>			
		0.69	0.84
I can usually find ways to regulate my emotions when needed	0.95		
I often change my mind quite frequently	0.84		
Overall, I handle stress effectively	0.92		
People often admire me for staying calm	0.56		
<b>Emotionality</b>			
		0.53	0.81
I frequently struggle to express affection toward people close to me	0.74		
I often struggle to understand another person's perspective	0.73		
Often, I have trouble identifying what emotion I am experiencing	0.63		
People close to me frequently complain that I do not treat them properly	0.75		
I struggle to form strong connections even with those close to me	0.79		
<b>Sociability</b>			
		0.74	0.83
I am effective at handling interactions with others	0.88		
I consider myself a skilled negotiator	0.92		
I can typically affect how others feel	0.77		
<b>Person-Organization Fit</b>			
<b>Value Congruence</b>			
		0.65	0.72
The aspects I value in life closely resemble those valued by my organization	0.60		
My personal values align well with my organization's values and culture	0.92		
My organization's values and culture align well with what I value in life	0.86		
<b>Needs-Supplies Fit</b>			
		0.69	0.77
My job provides a strong match with what I seek in employment	0.68		
My current job satisfies the qualities I seek in work very well	0.89		
My present job delivers nearly everything I desire from employment	0.89		
<b>Demands-Abilities Fit</b>			
		0.68	0.76
There is an excellent alignment between my job's requirements and my skills	0.85		
My skills and training align well with what my job demands	0.88		
My abilities and education match well with the requirements my job imposes on me	0.72		
<b>Job Stress</b>			
		0.69	0.88
At work, I frequently feel tense or on edge	0.86		
My job often leaves me feeling highly frustrated or angry	0.91		
I am usually calm and relaxed while working (reverse coded)	0.52		
I often experience high pressure at work	0.90		
Many elements of my job cause me significant distress	0.89		
<b>Counterproductive Work Behavior</b>			
<b>Sabotage</b>			
		0.54	0.60
Intentionally wasted employer materials or supplies	0.56		
Deliberately damaged equipment or property	0.76		
Intentionally made the workplace dirty or cluttered	0.85		
<b>Withdrawal</b>			
		0.65	0.71
Stayed away from work pretending to be ill when not	0.89		
Took breaks longer than permitted	0.90		
Departed from work earlier than allowed	0.58		
<b>Production Deviance</b>			
		0.63	0.71
Intentionally performed tasks incorrectly	0.86		
Deliberately worked at a slower pace when urgency was needed	0.77		

Intentionally disregarded instructions	0.74		
<b>Theft</b>		0.76	0.69
Took supplies or equipment home without authorization	0.82		
Requested payment for hours not actually worked	0.91		
<b>Abuse</b>		0.53	0.82
Mocked someone's personal life	0.82		
Deliberately ignored a colleague at work	0.56		
Initiated a conflict with a coworker	0.88		
Used offensive language toward someone at work to upset them	0.62		
Performed a harmful prank to humiliate a colleague	0.68		
Insulted or ridiculed someone at work	0.75		

The study confirmed strong associations between the individual facets of each construct and the broader construct itself. **Table 1** presents the factor loadings, average variance extracted (AVE), and Cronbach's alpha values for the retained items and scales, indicating good reliability and convergent validity.

As detailed in **Table 2**, the four facets of trait emotional intelligence—emotionality, self-control, sociability, and well-being—each showed strong positive correlations with overall trait EI ( $p < 0.01$ ). Likewise, the components of person-organization (PO) fit, namely demands-abilities fit, needs-supplies fit, and value congruence, were all highly correlated with overall PO fit ( $p < 0.01$ ). The same pattern held for counterproductive work behavior (CWB), with its five dimensions (abuse, production deviance, sabotage, theft, and withdrawal) exhibiting strong correlations with the overall CWB construct ( $p < 0.01$ ). Overall, these correlations reflect robust relationships between higher-order constructs and their respective subdimensions.

The regression results indicated that higher trait EI was associated with lower job stress ( $\beta = -0.42$ ,  $p < 0.01$ ), thereby supporting Hypothesis 1 and suggesting that individuals with greater emotional intelligence are more effective at coping with workplace demands. Similarly, greater perceived PO fit was linked to reduced job stress ( $\beta = -0.30$ ,  $p < 0.05$ ), confirming Hypothesis 2 and implying that better alignment between personal and organizational values helps mitigate stress at work. However, job stress did not significantly predict counterproductive work behavior ( $\beta = -0.12$ ,  $p > 0.1$ ), providing no support for Hypothesis 3.

**Table 2.** Hypotheses testing

Path Relationship	Standardized $\beta$	Standard Error	t-value	Significance (p)
Trait EI $\rightarrow$ Job Stress	-0.42	0.16	2.66	0.00
Trait EI $\rightarrow$ Emotionality	0.65	0.09	6.40	0.00
Trait EI $\rightarrow$ Self-Control	0.86	0.03	23.36	0.00
Trait EI $\rightarrow$ Sociability	0.70	0.08	8.56	0.00
Trait EI $\rightarrow$ Well-Being	0.88	0.02	35.45	0.00
P-O Fit $\rightarrow$ Job Stress	-0.30	0.13	2.20	0.03
P-O Fit $\rightarrow$ Demands-Abilities Fit	0.88	0.01	53.02	0.00
P-O Fit $\rightarrow$ Needs-Supplies Fit	0.90	0.02	43.96	0.00
P-O Fit $\rightarrow$ Value Congruence	0.85	0.03	27.93	0.00
CWB $\rightarrow$ Abuse	0.84	0.04	20.40	0.00
CWB $\rightarrow$ Production Deviance	0.75	0.05	13.11	0.00
CWB $\rightarrow$ Sabotage	0.70	0.05	12.57	0.00
CWB $\rightarrow$ Theft	0.76	0.05	14.76	0.00
CWB $\rightarrow$ Withdrawal	0.64	0.06	9.87	0.00
Job Stress $\rightarrow$ CWB	-0.12	0.12	0.83	0.40

## Discussion

The negative relationship between trait emotional intelligence (trait EI) and job stress suggests that individuals with higher levels of trait EI possess stronger abilities and personality traits that help them effectively reduce workplace pressure. This finding aligns with earlier research by Sayeed and Shanker [16], which reported a positive link between trait EI and self-awareness. As previously noted, job stress often arises from a perceived mismatch between job demands and the resources available to meet those demands, taking into account all limitations [13]. Moreover, individuals with high trait EI tend to exhibit positive behavioral tendencies [33], which enable them to handle emotionally challenging situations where demands exceed their immediate capabilities. This result also supports previous findings of a positive correlation between trait EI and effective decision-making in complex situations [54].

The current study further confirms the reliability of the short version of the Trait Emotional Intelligence Questionnaire (TEIQue-SF) as a measurement tool. Among the various instruments available for assessing emotional intelligence, the TEIQue-SF stands out as a dependable and practical alternative. However, a few indicators showed low validity scores, leading to the removal of certain items during analysis.

The findings also supported Hypothesis 2, which proposed that person-organization (PO) fit has a negative effect on job stress. The results indicate that greater alignment between an individual's traits and the organization's characteristics helps reduce

susceptibility to workplace stressors. This is consistent with Deniz *et al.* [30], who similarly observed a negative relationship between PO fit and job stress. Since job stress stems from a gap between job demands and available resources [13], a strong demand-fit alignment can minimize such discrepancies [42, 43]. Additionally, when personal values and needs match the organization's rewards, intrinsic motivation tends to increase. Highly motivated employees are generally more willing and capable of adapting to stressful work conditions.

This study also confirmed the validity and reliability of the PO fit measurement developed by Cable and DeRue [52], as all items passed the necessary tests, demonstrating robust indicators.

No significant relationship was found between job stress and counterproductive work behavior (CWB), which contradicts Hypothesis 3 that predicted a negative effect of job stress on CWB. As Sager [24] argued, job stress primarily represents a psychological state rather than a direct driver of behavior. It appears more likely to influence attitudes or mental health outcomes—such as emotional exhaustion [26], burnout [28, 64], or physical and psychological well-being [8]—than overt behavioral actions. Furthermore, the measurement of CWB may have validity issues. Several items were removed due to poor performance, possibly because Indonesian employees interpret certain actions differently due to cultural values. For instance, speaking negatively about the organization might be viewed as constructive self-criticism rather than counterproductive behavior. Additionally, the use of an ordinal scale (instead of frequency-based measurement) may have caused sensitivity issues: some items were seen as highly unusual or never performed, while others were considered normal, leading to low internal consistency.

The data also showed that trait EI is a stronger predictor of job stress than PO fit. This suggests that an individual's inherent behavioral tendencies play a more powerful role in shaping how they perceive and respond to high-stress environments. These findings have important practical implications for the leasing industry, where work is often highly demanding. Organizations should prioritize selecting and promoting individuals with strong trait EI to ensure emotional stability and effective stress management. Since trait EI reflects relatively stable personal characteristics that are difficult to change, companies should also focus on improving PO fit. This can be achieved by incorporating PO fit criteria into recruitment, promotion, and placement processes, as well as by fostering organizational policies and cultures that gradually align employees' values with those of the company.

## Concluding Remarks

This study provides clear evidence of the relationships among counterproductive work behavior (CWB), job stress, trait emotional intelligence (trait EI), and person-organization (PO) fit, based on data collected from employees in an Indonesian leasing company. Three key conclusions emerge from the analysis:

First, stressful working conditions that create mental pressure do not necessarily lead to counterproductive work behavior. Second, a strong PO fit reduces job stress, showing that employees whose values align closely with their organization are less prone to experiencing stress. Third, trait EI has a significant negative relationship with job stress. Overall, both trait EI and PO fit are important predictors of job stress, with trait EI emerging as the more influential factor.

These findings offer valuable guidance for the leasing sector in preventing CWB and managing job stress. They can inform better practices in employee selection, promotion, and job placement based on work demands. The results are particularly relevant in Indonesia, where diverse sub-cultures make achieving strong PO fit within organizations especially challenging. Among the study's limitations is the relatively small sample size, which restricts the generalizability of the findings. Future research should use larger samples and, ideally, include participants from other countries with similar characteristics to allow for cross-cultural comparisons and a deeper understanding of cultural influences on these relationships.

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