

## Job Boredom and Counterproductive Work Behavior: The Moderating Role of Self-Control (A Study on Civil Servants of the Provincial Government of "X")

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### ABSTRACT

*State Civil Apparatus (ASN) remains one of the most sought-after professions in Indonesia. In carrying out their duties, ASN are bound by laws and regulations, particularly those regarding ASN discipline. Data from the State Civil Service Agency indicate that ASN disciplinary violations throughout 2024 reached 4,195 cases. This study investigates the relationship between job boredom and counterproductive work behavior (CWB) among civil servants in Indonesia, while examining the moderating role of self-control. Amid high rates of disciplinary violations among State Civil Apparatus (ASN), there is a pressing need to understand the psychological drivers of these detrimental workplace behaviors. The research aims to determine whether job boredom predicts CWB and whether an individual's self-control can mitigate this relationship. Using a quantitative correlational approach, the study collected data from 185 civil servants (109 males and 76 females, aged 24–58 years) in the Provincial Government of "X" via questionnaires measuring job boredom, self-control, and interpersonal and organizational CWB. The results showed that job boredom has a positive and significant influence on counterproductive work behavior, both interpersonally (PKK-I) and organizationally (PKK-O). Self-control was also found to significantly moderate the relationship between job boredom and counterproductive work behavior. The results of this study are expected to provide better insight into alternative recruitment and training strategies for employees, especially civil servants in Indonesia.*

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**KEYWORDS** counterproductive work behavior, job boredom, self-control

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### INTRODUCTION

The State Civil Apparatus remains one of the most in-demand professions in Indonesia. Article 1 paragraph (2) of Law No. 20 of 2023 explains that the State Civil Apparatus, hereinafter abbreviated as ASN, comprises Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK) who work in government agencies. According to the official website of the State Civil Service Agency (2024), the number of applicants for the 2024 selection of State Civil Apparatus Candidates (CASN) reached 3.9 million people. The Statistical Book of State Civil Apparatus Semester I 2024, published by the State Civil Service Agency (2024), reports 4,758,730 State Civil Apparatus, of which 22% work in central agencies and 78% in regional agencies.

Article 11 of Law No. 20 of 2023 concerning the State Civil Apparatus states that the duties of ASN employees include implementing public policies made by the Civil Service Supervisory Officer in accordance with laws and regulations; providing professional and quality public services; and strengthening the unity of the Unitary State of the Republic of Indonesia. In carrying out these duties, ASN must comply with applicable laws and regulations. One such regulation is that on civil servant discipline (Sudrajad, 2022). Article 1 paragraph (4) of Government Regulation No. 94 of 2021 defines civil servant discipline as the ability of civil servants to obey obligations and avoid prohibitions specified in laws and regulations.

As stated in Article 4 of Government Regulation No. 94 of 2021, civil servants' obligations include reporting assets to authorized officials in accordance with laws and regulations; arriving at work and complying with working hours; using and maintaining state property as well as possible; and refusing all forms of gifts related to duties and functions except income permitted by laws and regulations. Meanwhile, Article 5 of Government Regulation No. 94 of 2021 lists prohibitions for civil servants, such as abusing authority; unlawfully possessing, selling, buying, pawning, renting, or lending state-owned goods (movable or immovable), documents, or securities; levying fees outside official provisions; engaging in activities detrimental to the state; acting arbitrarily toward subordinates; receiving gifts related to their position or work; and asking for something related to their position.

However, violations of ASN discipline occur frequently across government agencies at both central and regional levels (Hartini, Kunarti, Kartono, Haryanto, & Haryanto, 2023; Mulhayat, Sampara, Nuh, & Baharuddin, 2019; Sari, 2023; Simbawa, Sampe, & Monintja, 2024). Through the Integrated Discipline (IDis) application developed by the Deputy for Supervision and Control of the State Civil Service Agency (2022), 4,195 complaints of ASN discipline violations were recorded as of November 26, 2024, resulting in 769 ASN receiving severe disciplinary sanctions, 238 moderate sanctions, and 268 light sanctions. Personal communication with the Head of the Disciplinary Sub-Division of ASN at the Provincial Government of "X" on October 15, 2024, revealed that 72 ASN in that government received disciplinary sanctions from 2022 to October 2024. These sanctions addressed violations including 34 cases of absenteeism without valid reason; 14 cases of unauthorized levies; 6 corruption cases; 4 abuse-of-authority cases; 3 cohabitation cases without valid marital bonds; 2 second-marriage/polygamy cases without superior permission; 2 drug cases; 2 obscene-act cases; 2 ASN neutrality violations; 1 sexual harassment case; 1 state-property destruction case; and 1 leave-letter forgery case.

In industrial and organizational psychology, various ASN disciplinary violations can be categorized as counterproductive work behavior. Counterproductive work behavior is defined as behavior that violates organizational norms and threatens the well-being of the organization and/or its members (Bennett & Robinson, 2000). Bennett and Robinson (2000) divide counterproductive work behavior into interpersonal and organizational dimensions. Related to the ASN violations described above, interpersonal examples include obscene acts and sexual harassment in the work environment, while organizational examples include corruption, absenteeism without valid reason, state-property destruction, and leave-letter forgery.

Counterproductive work behavior has negative impacts on the perpetrators, harmed individuals, and organizations. Article 8 of Government Regulation No. 94 of 2021 states that civil servants committing disciplinary violations may receive light, moderate, or severe punishment. Light punishments include verbal or written reprimands; moderate punishments involve 25% cuts to performance allowances for 6, 9, or 12 months; and severe punishments include demotion for 12 months, removal from executive positions for 12 months, or honorable dismissal not at their own request. Counterproductive work behavior can also decrease the psychological well-being of affected individuals (Aube et al., 2009), reduce job satisfaction, impair health (leading to lower attendance and productivity; Fox et al., 2011; Searle, 2022), and—per a meta-analysis by Carpenter et al. (2021)—correlate with decreased unit productivity, higher employee turnover, lower customer satisfaction, and reduced

organizational profits. Furthermore, it threatens the long-term reputation and sustainability of affected organizations (Searle, 2022).

Spanouli et al. (2023) identify job boredom as a cause of counterproductive work behavior. Fisher (1993) defines job boredom as an unpleasant, transient affective state involving lack of interest and difficulty concentrating on current activities. Spanouli et al. (2023) found that higher job boredom increases the likelihood of counterproductive work behavior. Drawing on emotion regulation theory, they explain that bored employees engage in withdrawal or stimulation-seeking behaviors that elevate counterproductive work behavior. According to Emotion Regulation Theory (McRae & Gross, 2020), when adaptive strategies fail, maladaptive responses like counterproductive work behavior emerge as compensatory mechanisms to alleviate emotional discomfort.

To mitigate job boredom's link to counterproductive work behavior, Spanouli et al. (2023) proposed cognitive reappraisal as a moderator. Cognitive reappraisal involves changing one's thinking about a situation to alter emotional responses (McRae & Gross, 2020). However, their study found no significant moderating effect, meaning job boredom predicts counterproductive work behavior regardless of cognitive reappraisal levels. Thus, alternative moderators are needed.

The authors argue that cognitive reappraisal (Spanouli et al., 2023) warrants reevaluation through the lens of self-control. Self-control is the ability to override internal responses, inhibit unwanted tendencies, and refrain from acting on them (Tangney et al., 2004). Paschke et al. (2016) link cognitive reappraisal to self-control, noting that effective reappraisal requires cognitive self-control skills. Self-control theory (Tangney et al., 2004) posits that high trait self-control enables better impulse regulation, temptation resistance, and behavioral inhibition across situations—extending beyond context-specific strategies like cognitive reappraisal.

Van Hooff and van Hooft (2023) found self-control significantly moderates the job boredom-disruptive (distractive) behavior relationship, with high-self-control employees less prone to such behavior than low-self-control ones. Hua et al. (2023) confirmed self-control's moderating role between workplace ostracism and counterproductive work behavior, again favoring high-self-control employees.

Despite these findings, research gaps persist. First, most studies on job boredom and counterproductive work behavior focus on private-sector or Western contexts, neglecting public-sector settings in developing countries with distinct bureaucracies, job security, and cultures. Second, self-control's role in buffering job boredom among civil servants—marked by high security, structured environments, and strict discipline—remains underexplored. Third, prior work overlooks distinctions between interpersonal and organizational counterproductive work behavior dimensions in self-control moderation. This study addresses these gaps by examining self-control as a moderator in the job boredom–counterproductive work behavior relationship among Indonesian civil servants, attending to both behavioral dimensions.

Based on the above, this study examines the job boredom–counterproductive work behavior relationship with self-control as a moderator replacing cognitive reappraisal. Questionnaires via Google Forms were distributed to 185 civil servants (aged 24–58 years, mixed gender) at the Provincial Government of “X.” It aims to deepen understanding of these dynamics and self-control's role. Practically, findings should inform strategies to combat workplace boredom and enhance recruitment/training for Indonesian civil servants.

## METHOD

The participants comprised 185 State Civil Apparatus (ASN)—109 men and 76 women—from 23 Regional Apparatus Organizations within the Provincial Government of “X.” Most participants (98.4%) had at least a high school education: 49 had graduated from high school, 7 from diploma programs, 89 from S1 (bachelor's) programs, 36 from S2 (master's) programs, and 1 from an S3 (doctoral) program. Participants' ages ranged from 24 to 58 years ( $M = 44.68$ ,  $SD = 7.99$ ), and their tenure ranged from 1 to 38 years ( $M = 17.91$ ,  $SD = 6.96$ ).

This research employed a non-experimental, correlational quantitative approach with convenience sampling. The researcher appointed an ASN colleague in the Provincial Government of “X” as field coordinator for data collection over 15 working days. Data were gathered via printed questionnaires and online Google Forms across 23 Regional Apparatus Organizations: Health Office; Public Works and Public Housing Office; Kesbangpol Agency; Social Service, Population Administration, and Civil Registry Office; Regional Development Planning Agency; Communication and Information Office; Cooperatives and MSMEs Office; Investment and PTSP Office; Culture and Tourism Office; Regional Library and Archives Office; Food Crops, Horticulture, and Livestock Office; Regional Financial and Revenue Management Agency; Regional Civil Service Agency; Regional Research and Development Agency; Inspectorate; DPRD Secretariat; Regional Government and Autonomy Bureau of the Regional Secretariat; People's Welfare Bureau of the Regional Secretariat; Economic Bureau of the Regional Secretariat; Development Administration Bureau of the Regional Secretariat; General Bureau of the Regional Secretariat; Administrative Bureau of the Regional Secretariat; Goods and Services Procurement Bureau of the Regional Secretariat; Organization Bureau of the Regional Secretariat; and Regional Liaison Body.

Participants completed a one-time questionnaire in approximately 15–30 minutes, either online via Google Form (<https://forms.gle/B3StWMi5mJusREGo6>) or offline in printed form. The Google Form included explanations of the research purpose, objectives, and eligibility criteria.

All participating ASN provided informed consent on the questionnaire's first page. The consent form stated that participation was voluntary; participants could decline or withdraw at any time without consequences. It also clarified that the study collected personal information (names, email addresses, phone numbers) and relevant demographics, which the researcher would not share with third parties. All data remained confidential and were used solely for research purposes.

Collected data were analyzed using IBM SPSS Statistics version 25, following standard quantitative procedures (Suyasa, 2023). Of 276 online and printed questionnaires received, 243 passed initial screening. After excluding inconsistent responses (e.g., on the Self-Control scale), 185 datasets were deemed suitable for analysis. Reliability tests yielded Cronbach's alpha values  $> 0.70$  for all instruments, indicating high reliability and good internal consistency (Ghozali, 2018).

## Measurement

### *Counterproductive Work Behavior*

Counterproductive work behavior (PKK) was measured using the 26-item adaptation scale of the Interpersonal and Organizational Deviance Scales of Bennet and Robinson (2000) in Indonesian developed by Suyasa (2018). This measuring tool consists of two dimensions, namely the interpersonal dimension (PKK-I) which has a fairly good reliability value ( $\alpha = .770$ ,  $n = 9$ ) and the organizational dimension (PKK-O) which has a very good reliability value ( $\alpha = .919$ ,  $n = 17$ ). Participants were asked to complete sentences (sentence completion) that reflected their behavior at work in the past month. An example item for interpersonal counterproductive work behavior (PKK-I) is "I ... talking about superiors/co-workers as jokes," and an example of a bullet for organizational counterproductive work behavior (PKK-O) is "I ... leaving the workplace (resting) outside the specified time." All items were graded on a 6-point Likert scale that measures the intensity of behavior in a month (0 = 0 times in a month, 5 = 5 or more times in a month).

### *Self-Control*

Self-control was measured using the 8-item Brief Self-Control Scale (Maloney et al., 2012), which is an improvement from the 13-item Brief Self-Control Scale (BSCS) created by Tangney et al. (2004). The BSCS measuring tool is in English, but it has been translated into Indonesian by the researcher with the supervision of a psychology lecturer. This measuring tool has a good reliability value ( $\alpha = .800$ ). Participants were asked to complete sentences (sentence completion) by choosing the response that best describes themselves in various situations, on a 5-point Likert scale (1 to 5). Examples of positive items for example, "I ... resist temptation," and an example of a negative item is, "I ... acting without considering all alternatives (acting spontaneously to fulfill desires)."

### *Boredom at work*

Work boredom was measured with the 10-item Dutch Boredom Scale which is an extension of the 8-item Dutch Boredom Scale (DUBS) questionnaire developed by Reijseger et al. (2013). This measure has a good Cronbach's Alpha value, where all variables meet the criteria for acceptable reliability ( $\alpha = .826$ ). The DUBS measuring tool is in English, but it has been translated into Indonesian by the researcher with the supervision of a psychology lecturer. Participants were asked to complete sentences (sentence completion) by choosing the response that best describes themselves in various workplace situations, on a Likert scale of 6 points (0 to 5). An example of a positive item is "At work time feels like it's flying..." and "My work in the office feels like ...."

## RESULT AND DISCUSSION

### **Overview of Work Boredom, Self-Control, and Counterproductive Work Behavior**

Descriptive statistical analysis was carried out to obtain an overview of the data trends in the main variables in this study, namely work boredom and self-control, interpersonal counterproductive work behavior (PKK-I), and organizational counterproductive work behavior (PKK-O). The statistics analyzed included minimum, maximum, mean, and standard deviation.

Based on the results of the descriptive analysis, the variable of work boredom had an average of 1.95 ( $SD = 0.80$ ), with a minimum score of 0.00 and a maximum of 4.30. These results show that in general, the level of work boredom experienced by participants is in the low to moderate category. Meanwhile, self-control showed an average of 3.64 ( $SD = 0.71$ ), with a minimum score of 2.25 and a maximum of 5.00. These findings indicate that most participants had relatively high levels of self-control, with moderate variation between individuals. In the counterproductive work behavior variable, the interpersonal dimension (PKK-I) showed an average of 0.79 ( $SD = 0.63$ ), with a minimum value of 0.00 and a maximum of 3.22. This indicates that some participants do not exhibit counterproductive behavior towards coworkers at all, but there are also individuals who have a moderate level of such behavior. For the organizational dimension (PKK-O), the average obtained was 0.87 ( $SD = 0.74$ ), with a value range between 0.00 to 3.35. These results illustrate that in general, civil servants rarely take actions that are detrimental to the organization or others in the workplace. The full test results can be seen in Appendix (L-14).

Overall, the results of this descriptive statistics show that the participants in this study, namely civil servants in the "X" Provincial Government, tend to have a low level of work boredom, high self-control, and a relatively low tendency to counterproductive work behavior—both interpersonal and organizational. These findings provide a solid basis for moving on to inferential analysis, specifically to examine the role of self-control moderation in the relationship between job boredom and counterproductive work behaviors.

**Table 1. Descriptive Analysis of Statistics and Correlation Matrix between Variables**

Variable	M	SD	1	2	3	4
1. Work Boredom	1.95	0.80	(0.826)			
2. PKK-O	0.87	0.74	0.462**	(0.919)		
3. PKK- I	0.79	0.63	0.386**	0.809**	(0.770)	
4. Self-Control	3.64	0.71	-0.569**	-0.372**	-0.287**	(0.800)

Description:  $n = 185$ ;  $p < 0.01$ , significant in both directions.

### **Hypothesis Test 1: There is a positive correlation between Work Boredom and Counterproductive Work Behavior**

Using the Spearman Brown correlation method test at the alpha level of 0.01, it was found that there was a positive and significant correlation between work boredom and counterproductive work behavior in both the interpersonal and organizational dimensions. These findings indicate that the more participants feel that their tasks in the office are boring ( $r_s [185] = 0.462$ ,  $p < 0.01$ ) and the work environment also feels boring ( $r_s [185] = 0.386$ ,  $p < 0.01$ ), the higher the tendency to develop counterproductive behaviors committed by participants. The full test results can be seen in Appendix (L-15 and L-16). These results show that Hypothesis 1 ( $H_1$ ) which states that there is a positive correlation between work boredom and counterproductive work behavior is accepted and supported by the data.

To evaluate how much PKK variance is affected by work boredom variance, the author uses a simple regression test with total PKK-I and PKK-O scores as dependent variables as seen in Tables 2 and 3. Work boredom affected the PKK-O variance of 18.3%,  $F(1)=41.056$ ,  $p < 0.001$ . Work boredom ( $\beta = 0.428$ ,  $p < 0.001$ ). Meanwhile, the PKK-I variance was

influenced by work boredom by 14%,  $F(1) = 29,886$ ,  $p < 0.001$ . Work boredom ( $\beta = 0.375$ ,  $p < 0.001$ ). In this case, participants who had high work boredom tended to show positive PKK-O and PKK-I. Work boredom has also been shown to be able to predict the emergence of counterproductive work behaviors both interpersonally and organizationally, in ASN participants of Provincial Government "X."

**Hypothesis Test 2: Self-Control Moderates the Relationship Between Work Boredom and Counterproductive Work Behavior, where positive relationships are stronger when self-control is low rather than high**

The moderation test was conducted to find out how the role of self-control in moderating the relationship between work boredom as an independent variable and counterproductive work behavior as a dependent variable in ASN Provincial Government "X." The results of the moderation test can be seen in Tables 2 and 3.

**Table 2. Results of Moderated Regression Analysis with Dependent Variable PKK-O**

Variable	Unstandardized Coefficient		B (Standardized)	T	P
	B	SE (Standard Error)			
(Constant)	0.165	0.131		1.257	0.210
Work Boredom	0.656	0.128	0.712	5.121	0.000
Control					
Diri_Moderator_Kebosanan_PKK -O	-0.084	0.036	-0.323	-2.322	0.021

Note: Dependent Variable: PKK-O

The results of the moderation regression showed that the interaction of work boredom and self-control significantly predicted organizational counterproductive work behavior ( $B = -0.084$ ,  $p = 0.021$ ). The negative interaction coefficient suggests that self-control weakens the positive relationship between work boredom and organizational counterproductive work behavior (PKK-O). When self-control is low, boredom is more easily manifested in counterproductive behaviors directed at the organization. On the other hand, when self-control is high, ASN is able to resist negative impulses so that boredom does not develop into behavior that is detrimental to the organization.

The regression model with PKK-O as the dependent variable showed a value = 0.207 which illustrates that work boredom and the interaction between self-control and work boredom together explain 20.7% of the variants in PKK-O. Significant regression models ( $F(2.182) = 23.716$ ,  $p = 0.000$ ), indicated that predictors of work boredom significantly predicted PKK-O.  $R^2$

The coefficient of SC-JB interaction is  $B = -0.084$ . This interaction was statistically significant ( $t = -2.322$ ,  $p = 0.021$ ). Negative ( $B = -0.084$ ) and significant ( $p < 0.05$ ) interaction coefficients showed that self-control was shown to moderate the relationship between work boredom and PKK-O. The negative direction of the interaction coefficient indicates that the higher the self-control, the weaker the positive relationship between work boredom and PKK-O. In other words, Hypothesis 2 which states that self-control moderates the relationship between work boredom and organizational counterproductive work behavior (PKK-O) is

accepted and supported by the data. The full test results can be seen in Appendix (L-16 and L-17).

**Table 3. Results of Moderated Regression Analysis with Dependent Variable PKK-I**

Variable	Unstandardized Coefficient		B (Standardized)	T	P
	B	SE (Standard Error)			
(Constant)	0.267	0.116		2.306	0.022
Work Boredom	0.510	0.113	0.645	4.512	0.000
Control					
Diri_Moderator_Kebosanan_PK_K	-0.069	0.032	-0.307	-2.149	0.033

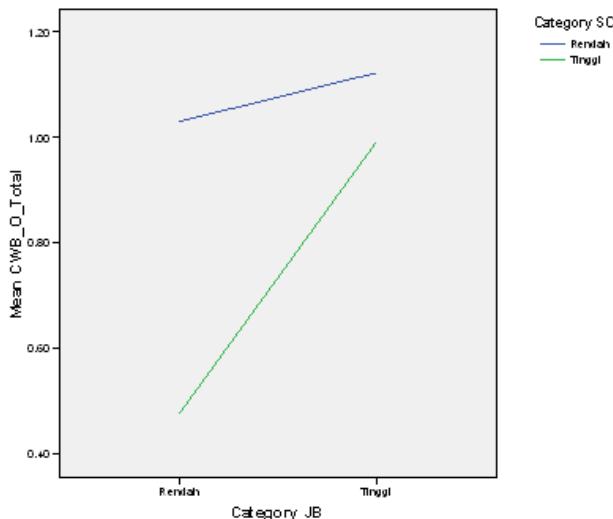
Note: Dependent Variable: PKK-I

A regression model with interpersonal counterproductive work behavior (PKK-I) as a dependent variable showed a value result  $R^2 = 0.162$  which showed that work boredom and the interaction of self-control and work boredom together explained 16.2% of the variants in PKK-I. Significant regression models ( $F(2.182) = 17.547$ ,  $p = 0.000$ ), indicated that the predictors significantly predicted PKK-I.

The coefficient of interaction between self-control and work boredom was  $B = -0.069$ . This interaction was statistically significant ( $t = -2.149$ ,  $p = 0.033$ ) and suggests that self-control weakens the positive relationship between work boredom and PKK-I. The negative direction of the interaction coefficient indicates that the higher the self-control, the weaker the positive relationship between work boredom and PKK-I. In this case, hypothesis 2 which states that self-control moderates the relationship between work boredom and interpersonal counterproductive work behavior (PKK-I) is accepted and supported by the data. The full test results can be seen in Appendix (L-17 and L-18).

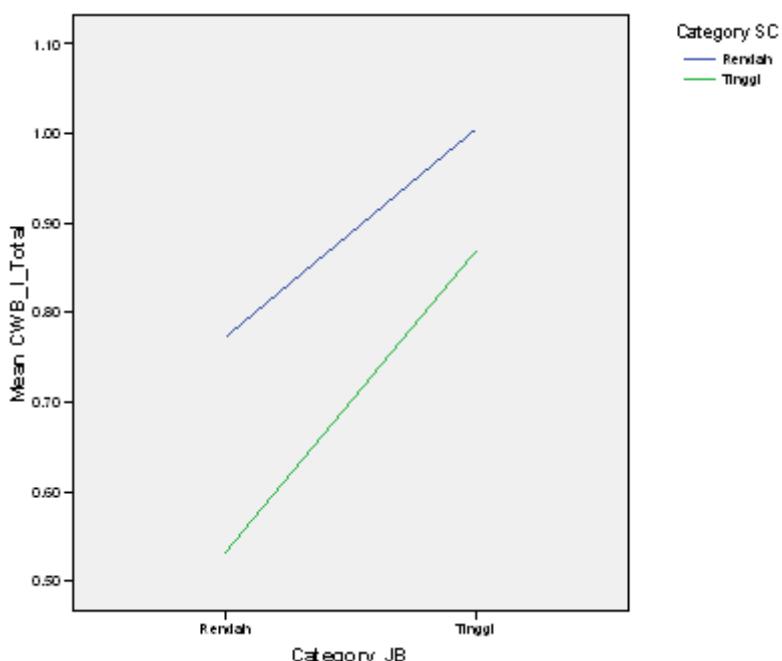
### **Comparison of Correlation between Work Boredom and PKK based on Self-Control Level**

The results of Spearman's correlation analysis based on self-control categories showed that the relationship between work boredom and individual counterproductive work behavior (PKK-I) was stronger in the group of participants who had low self-control than in the participants who had high self-control. This means that participants who have low self-control have a higher tendency to exhibit counterproductive work behavior towards other individuals in their workplace, compared to participants who have high self-control. These results are also in line with the results of the correlation between work boredom and organizational counterproductive work behavior (PKK-O). A stronger correlation was found in the group of participants who had low self-control compared to the participants who had high self-control, This means that participants who had low self-control had a higher tendency to display counterproductive work behavior towards the organization or workplace, compared to participants who had high self-control.



**Figure 1. Comparison of Correlation between Work Boredom and PKK-O based on Self-Control Level**

In Figure 3, this correlation graph shows that when boredom is low, ASN with low self-control already has a much higher PKK-O score than the high self-control group. When boredom increased, both groups experienced an increase in PKK-O, but a sharper increase in the high self-control group. This means that when experiencing an increase in work bored, ASN with high self-control can still display work behaviors that are counterproductive to the organization such as arriving late, extending breaks, avoiding workload, reducing effort, or ignoring procedures, but with a smaller intensity. Self-control serves as an internal brake that retains the PKK-O tendency, but is still unable to completely eliminate PKK-O when boredom is high.



**Figure 4. Comparison of Correlation between Work Boredom and PKK-I based on Self-Control Level**

In Figure 4, this correlation graph shows that when boredom is low, ASN with low self-control already has a higher PKK-I score than the high self-control group. When boredom increased, both groups experienced an increase in PKK-I, but the increase in regression slope was sharper in the high self-control group. This means that self-control plays a role in inhibiting the encouragement of harmful interpersonal behaviors, such as gossiping, shaming coworkers, or speaking abusively. However, when boredom increases, even civil servants with high self-control still show an increase in PKK-I, only more controlled.

Based on the results of the moderation regression test, Hypothesis 2 of the study states that self-control moderates the relationship between work boredom and counterproductive work behavior, where the positive relationship is stronger when self-control is low rather than high, accepted or supported by data. In other words, self-control can be a factor that weakens or strengthens the emergence of counterproductive work behavior in ASN Provincial Government "X."

## Discussions

### *The Effect of Work Boredom on Counterproductive Work Behavior*

Based on the results of the study, there is a positive and significant relationship between work boredom and counterproductive work behavior, both in the interpersonal and organizational dimensions. This shows that the higher the level of work boredom felt by ASN, the greater their tendency to display behavior that is detrimental to the organization or their superiors and colleagues. In this case, Hypothesis 1 is accepted, namely that there is a positive correlation between work boredom and counterproductive work behavior.

These findings are in line with previous research that showed that employees who feel bored tend to engage more in behaviors that are detrimental to the organization (van Hoof and van Hooft, 2014; Spanouli et al., 2023; Kim et al., 2024). In comparison, previous studies (Spanouli et al., 2023) also reported a positive correlation between job boredom and active counterproductive behavior (active CWB) with a correlation coefficient of  $r = 0.28^*$  and passive CWB  $r = 0.41^{**}$ , both significant. According to the Emotion Regulation Theory developed by McRae and Gross (2020), work boredom can be understood as a form of negative emotions that arise due to the unmet need for cognitive engagement, meaning, and challenges in work. When ASN experiences boredom but does not succeed in managing these emotions adaptively (through emotion regulation strategies such as reappraisal or attentional deployment), these negative emotions can be expressed through maladaptive behaviors such as counterproductive work behaviors.

### *The Role of Self-Control Moderation*

The main hypothesis of this study is that self-control moderates the relationship between job boredom and counterproductive work behavior in both the organizational (PKK-O) and interpersonal (PKK-I) dimensions. The results of the moderation regression analysis showed that the interaction between work boredom and self-control was significant in predicting counterproductive work behavior both in the organizational (PKK-O) and interpersonal (PKK-I) dimensions. This means that the level of self-control of the participants, namely the Provincial Government ASN "X", can significantly weaken or strengthen the influence of work

boredom on counterproductive work behavior. In this case, Hypothesis 2 is accepted, namely that self-control has been shown to moderate the relationship between work boredom and counterproductive work behavior, where positive relationships are stronger when self-control is low rather than high.

The results of this study are consistent with previous findings that show the role of self-control moderation in the context of other negative behaviors (Tangney et al., 2004). However, when compared to the results of a study conducted by Spanouli et al. (2023), the use of emotion regulation strategies such as cognitive reappraisal was not able to significantly show a moderating effect of the relationship between work boredom and counterproductive work behavior. This means that research participants who conduct cognitive reappraisals do not necessarily show counterproductive work behaviors either actively or passively. The difference in the results of this study highlights the importance of distinguishing between trait-like aspects of self-control such as self-control, and more state-like and contextual emotion regulation strategies.

This is also in line with previous theories of self-control, which have stated that individuals with low levels of self-control are more likely to engage in negative behaviors and people with higher levels of self-control are more likely to control negative urges and temptations (Tangney et al., 2004; Hofmann et al., 2009; Wang et al., 2021). Within the framework of Emotion Regulation Theory, self-control is often considered a part of the regulatory capacity that helps individuals manage negative emotions. The findings in this study show that high self-control can help civil servants in suppressing the urge to behave negatively when they feel bored.

However, based on a comparison of the correlation between work boredom and counterproductive work behavior in ASN based on the level of self-control, it is known that when boredom increases, both groups of ASN experience an increase in counterproductive work behavior in both the interpersonal and organizational dimensions, but the increase is sharper in the ASN group with high self-control. According to McRae and Gross (2020), this can be explained through the emotion regulation strategy used by ASN, which will determine the effect of emotions on behavior. If ASN with high self-control tends to use a suppression strategy against boredom rather than reflecting on it or changing their perspective on work (reappraisal), then these negative emotions still have a strong influence on behavior. Thus, high self-control can actually aggravate the relationship of boredom with the PKK if it is used to deny or suppress emotions, rather than processing them constructively. In addition, high self-control can also lead to ego depletion if it is continued to be used in the long term to control negative emotions without a healthy recovery strategy. As a result, when psychological resources are depleted, counterproductive behaviors can still arise even though individuals have a tendency to have high self-control.

## CONCLUSION

This study found that job boredom significantly predicts counterproductive work behavior (CWB) among civil servants, impacting both interpersonal and organizational dimensions, with higher boredom linked to increased harmful actions; however, self-control moderates this relationship, buffering its effects for those with stronger regulatory capacities and thus promoting discipline in bureaucratic environments. For future research, longitudinal

designs with multi-source data (e.g., supervisor reports) and explorations of additional moderators like organizational justice or leadership styles—complemented by qualitative insights into Indonesian civil servants' experiences—could establish causality, mitigate bias, and reveal cultural nuances.

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