

## ABSTRAK

Perilaku menyimpang di tempat kerja yang dilakukan oleh karyawan, dapat memberikan kerugian baik bagi organisasi maupun rekan kerjanya. Perilaku menyimpang di tempat kerja atau *counterproductive work behavior* (CWB) dapat disebabkan oleh alasan apapun. Kepribadian seseorang adalah prediktor kuat untuk memprediksi timbulnya CWB. Salah satu kepribadian yang memiliki hubungan erat dengan CWB adalah *dark triad*. Selain itu, pandangan karyawan terhadap lingkungan kerja yang politis mampu menjadi dukungan tambahan bagi karyawan untuk terlibat dalam CWB. Namun, ketika karyawan merasa memiliki akuntabilitas, ia akan merasa bertanggung jawab dan menghindari keterlibatan dengan CWB. *Political skills* yang dimiliki oleh karyawan akan memberikan kemampuan untuk mengatasi lingkungan yang politis dan memungkinkan karyawan untuk membaca kondisi politik di organisasinya. *Political skills* yang dimiliki oleh karyawan dapat digunakan untuk meningkatkan akuntabilitas karyawan.

Penelitian ini bertujuan untuk menganalisis pengaruh *dark triad* terhadap CWB dengan adanya peran *perceptions of organizational politics* dan *perceived accountability*, *political skills* sebagai moderasi. Responden pada penelitian ini berjumlah 69 orang yang merupakan seluruh karyawan tetap pada instansi X. Pengujian statistik pada penelitian ini menggunakan software SmartPLS 3.

Hasil dari penelitian menunjukkan bahwa terdapat pengaruh positif *dark triad* terhadap semua bentuk CWB, terdapat pengaruh positif *dark triad* terhadap *perceptions of organizational politics*, pengaruh positif *perceptions of organizational politics* terhadap CWB-Personal, *political skills* mampu memoderasi hubungan *dark triad* terhadap *perceived accountability*. Suatu hal yang tidak disangka terjadi pada penelitian ini adalah adanya pengaruh positif *perceived accountability* terhadap segala jenis CWB, dan adanya pengaruh positif *dark triad* terhadap *perceived accountability*.

**Kata Kunci:** *Dark Triad, Perceptions of Organizational Politics, Perceived Accountability, Counterproductive Work Behavior-Personal, Counterproductive Work Behavior-Organizational, Political Skills.*

## ABSTRACT

Deviant behavior in workplace which carried out by employees, can give harm to both the organization and its colleagues. Deviant behavior at work or later referred to as counterproductive work behavior (CWB) can be caused by any reason. A person's personality is a strong predictor for predicting the onset of CWB. One personality that has a close relationship with CWB is dark triad. In addition, the employee's views on the political in their work environment can provide additional support for employees to involved in CWB. However, when an employee felt accountable, they will feel responsible and try to involving in CWB. Political skills possessed by employees will provide the ability to overcome the political environment and allow employees to read the political conditions in their organizations. Political skills possessed by employees can be used to increase employee accountability.

This study aims to analyze the influence of dark triad on CWB with the role of perceptions of organizational politics and perceived accountability as mediation, political skills as moderation. This study used 69 respondent who are all permanent employees at an anonymous institution. Hypotesis testing in this study was conducted using SmartPLS 3.

The results of this study show that there is a positive influence of dark triad on all forms of CWB, there is a positive influence of dark triad on perceptions of organizational politics, positive effects of perceptions of organizational politics on CWB-Personal, and also political skills are able to moderate the relationship of dark triad to perceived accountability. An unexpected thing that happen in this study is the positive influence of perceived accountability on all types of CWB, and the positive influence of dark triad on perceived accountability.

**Key word:** *Dark Triad, Perceptions of Organizational Politics, Perceived Accountability, Counterproductive Work Behavior-Personal, Counterproductive Work Behavior-Organizational, Political Skills.*