

The Effect of Organizational Justice and Job stress on Counterproductive Work Behavior with Job Satisfaction as a Mediation Variable in the Food and Agriculture Office of Padang Panjang City

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ABSTRACT

The goal of this study was to look at the impact of organizational justice and job stress on counterproductive work behavior among employees of Padang Panjang City's Food and Agriculture Office, utilizing job satisfaction as a mediating variable. With the entire sampling method, this type of research is causal. The research sample consisted of 105 employees from Padang Panjang City's Department of Food and Agriculture. The data was analyzed with SmartPLS 3.0. Organizational justice features a negative and significant effect on counterproductive work behavior, job stress features a negative and significant effect on counterproductive work behavior, job satisfaction features a negative but not significant effect on counterproductive work behavior, and organizational justice includes positive and significant effect on counterproductive work behavior, according to the findings.

Keywords: *organizational justice, job stress, job satisfaction, counterproductive work behavior.*

1. INTRODUCTION

In recent years, employers have become increasingly concerned about counterproductive work conduct, because of the many losses caused by such behavior, such as declining organizational performance and the organization's inability to achieve predetermined targets. According to Gruys and Sacket [1]. Worker behavior that is intentionally counterproductive to the organization's objectives is known as counterproductive work behavior.

Absenteeism, doing work slowly, ignoring superiors' commands, breaching discipline, and other forms of counterproductive work behavior examples. Employee discipline infractions can result in significant costs for the company and a reduction in job efficiency, Sacket and Devore [2].

There are many factors behind the occurrence of counterproductive work behavior both individual factors and organizational factors, one of them is the absence of organizational justice. Organizational justice was first introduced by Greenberg [3], as an employee's assessment of organizational behavior which ultimately results in employee attitudes and behavior.

Another factor that can be behind the occurrence of counterproductive work behavior is job stress. Halkos &

Dimitrios [4], describe stress as an unpleasant emotional state that occurs when our ability to complete requirements (work-related or not) falls short of our ability to meet them. As a result of the individual's incapacity to complete tasks, these conditions cause emotional alterations.

Job satisfaction is the variable in this study that mediation the influence of organizational justice and job stress to counterproductive work behavior. According to Umar [5], Job satisfaction refers to a human feelings and evaluation of his or her work, particularly in relation to human working conditions, in terms of whether or not his or her employment meets his or her expectations, requirements, and wishes.

A similar study was conducted by Suhariadi [6], They discovered that job satisfaction acts is a mediation variable among organizational justice and counterproductive work behavior. Similarly, research conducted by Noor [7], which examines the impact of work-related stress on counterproductive work behavior with job satisfaction as a mediation, which shows that the influence of occupational stress on job satisfaction is mediated on counterproductive work behavior.

2. THEORETICAL BASIS

2.1 Counterproductive Work Behavior

Sackett and De Vore [8], claim that counterproductive work behavior is intentional behavior by members of an organization or company that is contrary to the interests of the organization, the vision and mission of the organization or company. Meanwhile, according to Uche et al.,[9], counterproductive work behavior is a major problem in the workplace that has a tendency to disrupt and harm the organization.

2.2. Organizational Justice

Organizational justice is defined as the degree to which an individual feels treated equally in the organization where he works, Gibson et al., [10]. Organizational justice is people's perception of fairness in the organization, about how decisions are made in terms of distribution of work results obtained (procedural justice) and fairness regarding work results to be obtained, Greeberg and Baron, [11].

2.3. Job stress

Halkos & Dimitrios [12], describe stress as an unpleasant emotional state that occurs when our ability to complete requirements (work-related or not) falls short of our ability to meet them. As a result of the individual's incapacity to complete tasks, these conditions cause emotional alterations.

2.4 Job Satisfaction

According to Umar [5], Job satisfaction refers to a person's feelings and evaluation of his or her work, particularly in relation to his or her working conditions, in terms of whether or not his or her employment meets his or her expectations, requirements, and wishes. Robbins and Judge [13], Job satisfaction is defined as a pleasant feeling about one's employment as a result of an assessment of its attributes. A person who is content with their job has positive feelings about it, whereas someone who is unsatisfied has negative feelings about it.

2.5. Conceptual Framework

Through the intervening variable, the conceptual framework depicts the effect of the exogenous variable on the endogenous variable. During this study, the endogenous variable counterproductive work behavior. Organizational justice and job stress are examples of endogenous variable. Job satisfaction is the mediating variable in this study.

The conceptual framework of this study is depicted in the following graphic to provide a picture:

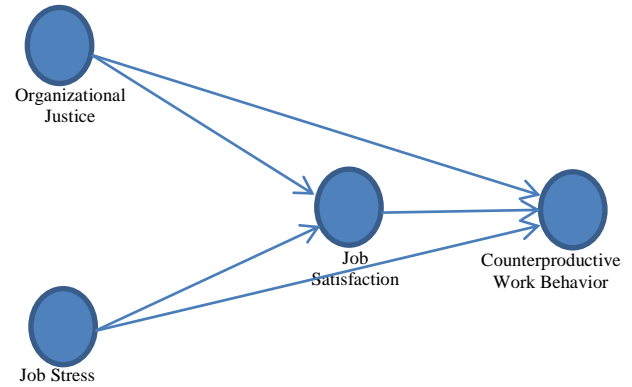


Figure 1 Conceptual Framework

2.6 . Hypothesis

There are seven hypotheses based on the conceptual framework of this research, which are detailed in the next section :

- H1: Organizational justice contains a negative and significant effect on counterproductive work behavior.
- H2: Job stress contains a positive and significant effect on counterproductive work behavior.
- H3: Job satisfaction contains a negative and significant effect on counterproductive work behavior.
- H4: Organizational justice contains a positive and significant effect on job satisfaction.
- H5: Job stress contains a negative and significant effect on job satisfaction.
- H6: Job satisfaction mediates the effect of organizational justice on counterproductive work behavior.
- H7 : Job satisfaction mediates the effect of job stress on counterproductive work behavior.

3. RESEARCH METHOD

The research employed is causative, that is, research aimed at determining the causal relationship of a phenomenon or issue solving under investigation in order to see how far exogenous variables influence endogenous variables. By distributing questionnaires to employees of Department of Food and Agriculture of Padang Panjang City as respondents. Based on the information gathered, The data was then analyzed with Partial Least Squares Software. Quotation of the sample size during this study employing a total sampling technique.

4. RESEARCH RESULTS AND DISCUSSION

4.1. Research result

The SEM method is used in this path analysis study. Also included with Smart PLS 3.0 are the analysis tools.

Table 1. Data Processing Results of Participants

Respondent	Frequency	Percents (%)
Gender		
Woman	42	40%
Man	63	60%
Age		
21-30 years old	16	15%
31-40 years old	40	38%
41-50 years old	33	31%
>50 years	16	15%
Last education		
SD	2	1%
Junior High School	3	3%
Senior High School	35	33%
D3	5	5%
D4	1	1%
S1	44	52%
S2	4	4%

Source: Primary Data Processed, 2021

It is clear from the facts above that males are the dominating sex, 60 people (60%). Dominant age is 31-40 years as 33 people (38%). Respondents with the most recent undergraduate education is dominant as 44 people (52%).

4.2. Outer Model

The validity and reliability of indicators on latent variables are tested using outer model analysis. The criteria employed include the SmartPLS outer data model analysis, which tests the data's validity and dependability.

Table 2. Reliability Test Results and Validity Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Counterproductive Work Behavior	0.882	0.895	0.907	0.552
Organizational Justice	0.867	0.869	0.898	0.557
Job stress	0.767	0.770	0.851	0.589
Job satisfaction	0.870	0.874	0.906	0.658

Source: Primary Data Processed, 2021

According to Table 2, each construct has an AVE value larger than 0.5. As a result, the outer model

measurement model's convergent validity can be assured.

4.3. Inner Model

The R-square value will be used to evaluate this test. The purpose of this test is to see how the independent variable affects the dependent variable. This study's R-square value is:

Table 3. R-Square Data Processing

Variable	R Square	R Square Adjusted
Job satisfaction	0.683	0.677
Counterproductive Work Behavior	0.779	0.773

Source: Primary Data Processed, 2021

4.4. Hypothesis Testing Results

The inner testing model's outputs, which contain parameter coefficients and t-statistics, are used to generate hypothesis data. To see if a hypothesis may be accepted or not, pay attention to the significant value or construct, t-statistics, and p-value, among other things. This value can be observed in the bootstrapping results. In this investigation, a hypothesis with a positive beta coefficient and a p-value of 0.05 or less was employed as a rule of thumb (5 percent).

4.4.1 Direct influence hypothesis

Hypothesis 1: The value of the t statistic in the first hypothesis test is $5.452 > 1.96$ and the path coefficients value of -0.454 . This shows that organizational justice has a negative and significant effect on counterproductive work behavior. Then H1 is supported.

Hypothesis 2: the worth of the second hypothesis test show the t statistic value of $0.737 < 1.96$, and also the path coefficients value of -0.085 . This shows that job stress features a negative but not significant effect on counterproductive work behavior. Then H2 isn't supported.

Hypothesis 3: the value of the third hypothesis test show the t statistic value of $0.389 < 1.96$, and also the path coefficients value of -0.044 . This shows that job satisfaction incorporates a negative but not significant effect on counterproductive work behavior. Then H3 isn't supported.

Hypothesis 4: The value of the fourth hypothesis test show the t statistic value of $4.015 > 1.96$, and therefore the path coefficients value of 0.348 . This shows that organizational justice incorporates a positive and significant effect on job satisfaction. Then H4 is supported.

Hypothesis 5: The value of the fifth hypothesis test show the t statistic value of $2.049 > 1.96$, and also the path coefficients value of -0.275 . This shows that job stress features a negative and significant effect on job satisfaction. Then H5 is supported.

Table 4. Direct Hypothesis Test Results

Variable	Path Coefficients	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Justice -> Counterproductive Work Behavior	-0.454	-0.472	0.083	5.452	0.000
Job Stress -> Counterproductive Work Behavior	-0.085	-0.095	0.116	0.737	0.461
Job Satisfaction -> Counterproductive Work Behavior	-0.444	-0.043	0.113	0.389	0.697
Organizational Justice -> Job Satisfaction	0.348	0.362	0.087	4.015	0.000
Job Stress -> Job Satisfaction	-0.275	0.289	0.134	2.049	0.041

Source: Primary Data Processed, 2021

4.4.1 Indirect effect hypothesis

Hypothesis 6: the results of the sixth hypothesis test show the t-statistic value of $0.372 < 1.96$, and therefore p-values of $0.746 > 0.05$. This shows that job satisfaction doesn't mediate the connection of organizational justice to counterproductive work behavior. Then H6 is not supported.

Hypothesis 7: The results of the seventh hypothesis test show the t-statistic value of $0.324 < 1.96$, and therefore p-values of $0.746 > 0.05$. This shows that job satisfaction doesn't mediate the connection of organizational justice to counterproductive work behavior. So H7 is not supported.

Table 5. Indirect Variable Coefficient Calculation

Variable	Path Coefficients	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Justice -> Job Satisfaction -> Counterproductive Work Behavior	-0.015	-0.015	0.041	0.372	0.710
Job Stress -> Job Satisfaction -> Counterproductive Work Behavior	-0.012	-0.010	0.037	0.324	0.746

Source: Primary Data Processed, 2021

4.5. DISCUSSION

Organizational justice has a negative and Organizational justice has a considerable detrimental impact on counterproductive job behavior. This finding indicates that the relationship among organizational justice variables and counterproductive work behavior is negative, implying that the more organizational justice improvements implemented by the Food and Agriculture Office, the upper the likelihood of counterproductive work behavior, less desire of the Padang Panjang City

Food and Agriculture Office employees to carry out their duties. counterproductive work behavior in organizations. These findings are related with research conducted by Chernyak-Hai and Aharon Tziner [14], which found that employee perceptions of organizational justice have a negative effect on counterproductive work behavior.

Job stress has no effect on counterproductive work behavior. The test results revealed that the level of job stress felt by the employees of the Food and Agriculture Office of the City of Padang Panjang did not affect the counterproductive work behavior carried out by the employees.

Job satisfaction has a negative but not statistically significant impact on counterproductive work behavior. This finding suggests that the relationship among the variable job satisfaction and counterproductive work behavior is negative, implying that the higher the increase in employee job satisfaction provided by the Padang Panjang City Food and Agriculture Office, the lower the likelihood of counterproductive work behavior occurring in employees. This finding is consistent with Bowling's research [15], which found a negative connection between job satisfaction and counterproductive work behavior.

Job satisfaction is influenced by organizational justice in a favorable and meaningful way. This demonstrates that improving organizational justice at the Padang Panjang City Food and Agriculture Office will boost employee satisfaction significantly. This study is related with Ghaziani [16]., findings, which revealed that organizational justice has a favorable and significant impact on job satisfaction.

Job stress contains a considerable detrimental impact on job satisfaction. This finding that the lower the job stress of the employees of the Padang Panjang City Food and Agriculture Office, the significantly higher job satisfaction. This finding is relevant to the research of Mansoor et al., [17], also revealing that job stress is negatively related to job satisfaction.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

The following are the findings of this study as a result of testing the hypotheses: To begin, the findings of the study reveal that organizational justice contains a negative and considerable impact on counterproductive work conduct. Second, the findings indicate that job stress contains a favorable and significant impact on counterproductive work behavior. Third, the findings reveal that job satisfaction contains a negative but not statistically significant impact on counterproductive work behavior. Finally, the findings demonstrate that organizational justice contains a negative and significant impact on job satisfaction. Fifth, the study's findings reveal that job stress contains a negative and

considerable impact on job satisfaction. Sixth, the findings of the study reveal that job satisfaction contains doesn't effect on the outcome.

5.2. Suggestion

Suggestions gathered that can be utilized as a guide for other parties. The following are some suggestions for this study: first, for additional researchers are expected to add other variables related to counterproductive work behavior. So that it can provide a broader picture of what factors influence counterproductive work behavior, in addition to organizational justice, job stress and job satisfaction. The second, The researcher is expected to be able to expand the number of samples used, resulting in a picture of the outcomes that is more representative of actual situations. And third, for further researchers, hopefully the limitations or shortcomings in this research can be completed and finally create a better and more in depth research writing.

5.3. Research Limitations

As for the limitations of this study, the first is that this research interacts with the facts under study, so it is possible to provide an analysis that is subjective and is motivated by the researcher's own mindset. Second, there may be errors caused by the informants due to the lack of understanding of the questions asked during the questionnaire filling process. Third, this research is only a small part of scientific studies on counterproductive work behavior and there are many more interesting things to be studied and studied further in order to increase knowledge about counterproductive work behavior. And these four studies only use samples from one agency, so the results of the research will certainly be different if it is carried out on a wider scope of agencies.

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