

# THE EFFECT OF DISTRIBUTIVE JUSTICE, INTERACTIONAL JUSTICE, AND LEADERSHIP STYLE ON INNOVATIVE WORK BEHAVIOR WITH INTERVENING JOB SATISFACTION VARIABLES AT PT MEDIANUSA PERMANA, BATAM CITY

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## Abstract

The purpose of this study was to determine and analyze the effect of Distributive Justice, Interactional Justice, and Leadership Style on Innovative Work Behavior with intervening variable Job satisfaction at PT Medianusa Permana Batam City. The method used is a questionnaire and distributed to 100 respondents. Analysis of statistical data using SEM PLS (Structural Equation Modeling Partial Least Square) and using path analysis to examine the pattern of the relationship between the influence of the dependent variable on the independent, both direct and indirect effects with SMART PLS 3.0 software. The results in the study indicate that Distributive Justice has a positive and significant effect on job satisfaction with a p-value of  $0.000 < 0.05$ , Interactional Justice has a positive and significant effect on job satisfaction with a p-value of  $0.003 < 0.05$ . Leadership Style has a positive and significant effect on job satisfaction with a p-value of  $0.040 < 0.05$ . Job satisfaction has a positive and significant effect on Innovative Work Behavior with a p-value of  $0.008 < 0.05$ . Distributive Justice has a positive and significant effect on Innovative Work Behavior with a p-value of  $0.005 < 0.05$ . Interactional Justice has a positive and significant effect on Innovative Work Behavior with a p-value of  $0.008 < 0.05$ . Leadership Style has a positive and significant effect on Innovative Work Behavior with a p-value of  $0.032 < 0.05$ . Job Satisfaction mediates the effect of Distributive Justice and Innovative Work Behavior with a p-value of  $0.005 < 0.05$ . Job Satisfaction mediates the effect of Interactional Justice and Innovative Work Behavior with a p-value of  $0.019 < 0.05$ . Job Satisfaction mediates the effect of Leadership Style and Innovative Work Behavior. with a p-value of  $0.008 < 0.05$ .

**Keywords:** *Distributive Justice, Interactional Justice, Leadership Style, Innovative Work Behavior, Job satisfaction*

## 1.INTRODUCTION

In every company, organizational justice has a very important role for the sense of fairness experienced by employees. The sense of fairness that is focused here has three dimensions, namely Distributive Justice which focuses on ways of providing compensation to employees. The compensation referred to here is related to the wages/salaries received by employees or other bonuses, the amount of which of course adjusts the performance of the employee. The second is procedural justice in making decisions on a problem that can have an impact on employees' sense of injustice, and the third is interactional justice which refers to the interactions of employees with other employees and with superiors where respect and mutual respect are more emphasized in establishing justice.(Robbins, 2013). These three dimensions of organizational justice have an impact on whether or not employees are satisfied with their work.

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One of these performance elements is when employees perform extra tasks outside of their formal job descriptions, known as innovative work behavior (Noerchoidah, 2022). *Innovative work behavior* is the act of someone in bringing up new ideas. With good innovative work behavior, of course, it will benefit the company. Leadership is one of the determining factors of innovation. Managers who are very smart in organizing organizational governance, are not efficient and effective if they are not accompanied by leadership skills. Leading is an inviting action that creates interaction within the structure as part of a joint problem-solving process. Innovative work behavior can be started by a leader. Encouraging the realization of innovation in this organizational environment is important to ensure effectiveness, growth and sustainable development in organizations, both profit and non-profit organizations or large and small organizations. (Kusuma, 2019). In this study there are factors that can influence innovative work behavior, namely *distributive justice*, *interactional justice*, leadership style and job satisfaction. *Distributive justice* is fairness in allocating resources for the process of distribution (results) and rewards to individuals in organizations such as: fairness of compensation, promotions, rewards, assignments, evaluations, and approvals, having advantages or positive results for the development of individuals or organizations. *Distributive Justice* is the fairness of the amount of reward that is felt between individuals (Robbins and Judge, 2013).

salary determination problem. The company's policy has been correct in determining salary status based on work performance, which has a purpose to motivate employees but on the other hand the policy also affects the sense of unfairness of employees who have been working for the company for a long time. Employees who feel they have been loyal to the company feel as if they are being ignored. Analysis of the condition of the company, especially regarding the issue of salary, illustrates a sense of injustice for employees, while the justice felt by employees has an influence on employee job satisfaction. *Distributive Justice* is an employee's assessment of the fairness of the results (outcomes) received by employees from the organization. It is also seen that there are still employees who do not have the opportunity to get promoted even though they have worked for PT Medianusa Permana due to the low level of education, and there are also employees who are paid based on the work done without a monthly salary. This problem causes the decline *Innovative work behavior*.

decline *Innovative work behavior* and this also affects the factor *Interactional justice*. Robbins and Judge (2013), explains that *Interactional justice* As the degree to which an individual is treated with dignity, care and respect by the organization, there are three important aspects of interactional justice, namely respect, neutrality and trust. In fact, there are still some employees at PT Medianusa Permana who cannot be fully trusted in holding work projects, so that the leadership always supervises beyond the knowledge of employees, this makes employees feel they do not have trust in work from the leadership, so employees feel disrespected, which causes subordinates and leaders to have no decisions and goals the same situation, and there are often quarrels and misunderstandings at work which cause discomfort and dissatisfaction at work. Leaders should be able to inspire their members/followers not only to believe in themselves personally, but to believe in their potential to create a better future for the organization.

*Job satisfaction* course focuses on employee satisfaction. The higher Job satisfaction can have a positive impact on the company and also have a positive impact on customers. This satisfaction is created from how the company treats its employees fairly, without fair treatment of employees it is very difficult to realize Job satisfaction itself. The more aspects of work that are in accordance with the wishes and needs of employees, the higher the perceived satisfaction. Job satisfaction in question is the positive behavior shown by employees in responding to all treatment, decisions and policies made by the company. According to Handoko (2008), Job satisfaction is an individual's emotional state, where the job is pleasant or unpleasant according to the perceptions and views of the employees themselves.

Table 1 *Innovative Work PTMedianus Permana*

	Innovative Project	Year	Location
	The innovation that occurs with this Service is that we from PermanaNET work together to build their local network and assist the service registration process in order to have a Public IP so that the service server already has its own IP. The services provided are Internet and manage service	2020	Diskominfo Pemprov Riau Islands since 2016
	The innovation that occurs with this customer is that we from PermanaNET provide internet services in assisting companies in sending film files where the PT is a film production in Indonesia and has an office in Batam to be exact.	2020	PT. Kinema Systrans Indonesia
	Innovations that occur with customers when providing internet services are providing wireless cloud manage services to be able to see internet usage traffic and employee usage in the Service and helping customers to prioritize domestic Education official web applications under the Ministry of Education	2020	Riau Islands Provincial Education Office
	An innovation provided to customers where we, PermanaNET, provide Internet services as their network backup where when the main network is down, it will automatically use the main network from PermanaNET.	2018	PT SIIX Indonesia
	Innovations provided by internet services which assist the campus in providing internet services to test prospective civil servants, Lhoksemawe and providing free internet services to students in public facilities	2019	Lhoksemawe Polytechnic

Source: Permana Net Batam Project Data, 2022.

Researchers in this case trying to determine the effect *distributive justice*, *interactional justice*, and leadership style towards innovative work behavior on employees and their impact, either directly or indirectly through an intervening variable, namely job satisfaction. *Distributive justice*, *interactional justice* and leadership style is considered to be able to reflect how individuals are valued for their work and for their existence in the organization, through justice a job satisfaction grows within employees which is ultimately able to create *innovative work behavior*. Leaders must be able to induce followers, through intellectual stimulation, to re-evaluate potential problems and their organizational environment so that innovative ideas can develop.

The problems above motivated researchers to conduct research on the company PT Medianusa Permana, in order to find theoretical solutions to problems. So, it is necessary to do research with the title "The Effect of Distributive Justice, Interactional Justice, and Leadership Style on Innovative Work Behavior with the intervening variable Job satisfaction at PT Medianusa Permana Batam City.

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## 2. PROBLEM FORMULATION

The formulation of the problem in this study is:

1. Does Distributive Justice have a direct effect on Job satisfaction at PT Medianusa Permana?
2. Does Interactional Justice have a direct effect on Job satisfaction at PT Medianusa Permana?
3. Does Leadership Style have a direct effect on Job satisfaction at PT Medianusa Permana?
4. Does Job satisfaction have a direct effect on Innovative Work Behavior at PT Medianusa Permana?
5. Does Distributive Justice have a direct effect on Innovative Work Behavior at PT Medianusa Permana?
6. Does Interactional Justice have a direct effect on Innovative Work Behavior at PT Medianusa Permana?
7. Does Leadership Style have a direct effect on Innovative Work Behavior at PT Medianusa Permana?
8. *isDistributive Justiceindirect effect onInnovative Work BehaviorthroughJob Satisfaction?*
9. *isInteractional Justiceindirect effect onInnovative Work BehaviorthroughJob Satisfaction?*
10. *isLeadership Styleindirect effect onInnovative Work BehaviorthroughJob Satisfaction?*

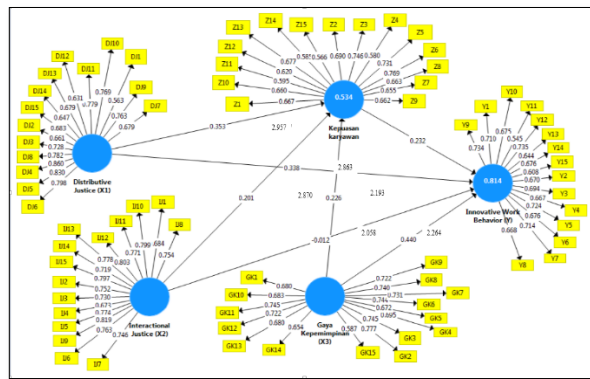
## 3. RESEARCH METHODOLOGY

In this study, using respondent data, such as gender, age, education, and length of work in order to provide information about the characteristics of the respondents. A total of 100 questionnaires were distributed. The discussion in this chapter is the result of a field study to obtain questionnaire answer data that measures the six main research variables, namely competency, education and training, job rotation, job placement, quality of work, and work commitment. Analysis of data with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, validity and reliability as well as discussion of the results of hypothesis testing. This study uses path analysis (path analysis) to examine the relationship pattern of the influence of a variable or set of variables on other variables, both direct and indirect effects. Calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To find out the direct and indirect effects between variables, it can be seen from the calculation of the path coefficient to find out the significance.

The population in this study were the employees of the Regional Secretariat of Karimun Regency, totaling 100 people. PThis research uses the census method by giving questionnaires to the entire population. All members of the population used as a sample is called saturated sampling or another term is a census.

## 4. RESULTS AND DISCUSSION

In this study, testing the hypothesis using analytical techniques. Partial Least Square (PLS) with the smartPLS 3.0 program. The following is a schematic of the PLS program model being tested:



**Figure 1. PLS Moderation**

In the data analysis technique using Smart PLS there are three criteria for assessing the Outer model, namely Convergent validity, Discriminant Validity and Composite Reliability. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score/component score estimated with the PLS Software. The individual reflexive measure is said to be high if it correlates more than 0.50 with the variable being measured.

#### 4.1. Outer Model Evaluation Test

##### a. Convergent validity testing

The convergent validity test uses the outer loading value. The outer loading test aims to see the correlation between the score of the item or indicator and the score of the variable. An indicator is considered reliable if it has a correlation value above 0.7, but in the development stage a correlation of 0.50 is still acceptable (Ghozali, 2013). The following is the outer loading value of each indicator on the research variables:

**Table 2. Outer Loading**

	<i>Distributive justice (X1)</i>	<i>Leader Style (X3)</i>	<i>innovative Work Behavior (Y)</i>	<i>Interactional justice (X2)</i>	<i>Job Satisfaction(Z)</i>
J1 <sup>D</sup>	0.563				
J10 <sup>D</sup>	0.769				
J11 <sup>D</sup>	0.779				
J12 <sup>D</sup>	0.631				
J13 <sup>D</sup>	0.679				
J14 <sup>D</sup>	0.647				
J15 <sup>D</sup>	0.683				
J2 <sup>D</sup>	0.661				
J3 <sup>D</sup>	0.728				

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J4	D	0.860				
J5	D	0.830				
J6	D	0.798				
J7	D	0.679				
J8	D	0.782				
J9	D	0.763				
K1	G		0.680			
K10	G		0.683			
K11	G		0.745			
K12	G		0.722			
K13	G		0.680			
K14	G		0.654			
K15	G		0.587			
K2	G		0.777			
K3	G		0.745			
K4	G		0.695			
K5	G		0.672			
K6	G		0.744			
K7	G		0.731			
K8	G		0.740			
K9	G		0.722			
J1	I				0.684	
J10	I				0.799	
J11	I				0.771	
	I				0.803	

J12					
I J13				0.778	
I J14				0.719	
I J15				0.797	
I J2				0.752	
I J3				0.730	
I J4				0.673	
I J5				0.774	
I J6				0.763	
I J7				0.746	
I J8				0.754	
I J9				0.819	
Y 1			0.710		
Y 10			0.675		
Y 11			0.545		
Y 12			0.735		
Y 13			0.644		
Y 14			0.676		
Y 15			0.608		
Y 2			0.670		
Y 3			0.694		
Y 4			0.667		
Y 5			0.724		
Y 6			0.676		
Y 7			0.714		
Y 8			0.668		
Y			0.734		

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9					
1	Z				0.667
10	Z				0.660
11	Z				0.595
12	Z				0.620
13	Z				0.677
14	Z				0.585
15	Z				0.566
2	Z				0.690
3	Z				0.746
4	Z				0.580
5	Z				0.731
6	Z				0.769
7	Z				0.655
8	Z				0.663
9	Z				0.662

Source: Processed PLS data, 2022

Based on the data presented in table 4.1 above, it is known that each of the research variable indicators has an outer loading value of  $> 0.5$ . According to Chin, as quoted by Imam Ghozali, the outer loading value between  $0.5 - 0.6$  is considered sufficient to meet the requirements of convergent validity. The data above shows that there are no variable indicators whose outer loading value is below  $0.5$ , so that all indicators are declared feasible or valid for research use and can be used for further analysis.

b. Composite Reliability Testing

*Composite Reliability* is the part that is used to test the value of the reliability of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of  $> 0.7$ . The following is the composite reliability value of each variable used in this study:

**Table 3. Composite Reliability**

	Composite Reliability
<i>Distributive Justice(X1)</i>	0.944
<i>Leader Style(X3)</i>	0.937



<i>Innovative Work Behavior(Y)</i>	0.927
<i>Interactional Justice(X2)</i>	0.953
<i>Job satisfaction(Z)</i>	0.920

Source: Processed PLS data, 2022

Based on the data presented in table 2 above, it can be seen that the composite reliability value of all research variables is  $> 0.7$ . These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

c. Cronbach Alpha Testing

The reliability test with composite reliability can be strengthened using the Cronbach alpha value. A variable can be declared reliable if the Cronbach alpha value is  $> 0.7$ .

**Table 4. Cronbach Alpha**

	<i>Cronbach's Alpha</i>
<i>Distributive Justice(X1)</i>	0.935
<i>Leader Style(X3)</i>	0.928
<i>Innovative Work Behavior(Y)</i>	0.915
<i>Interactional Justice(X2)</i>	0.947
<i>Job satisfaction(Z)</i>	0.908

Source: Processed PLS data, 2022

Based on the data presented above in table 3, it can be seen that the Cronbach alpha value of each research variable is  $> 0.7$ . Thus these results can indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

d. Average Variant Extracted (AVE) Test

Each latent construct must have an AVE  $> 0.5$  to reflect a good measurement model. The AVE values for the variables in this study can be seen in the following table:

**Table 5. Average Variant Extracted (AVE) Value**

	Average Variance Extracted (AVE)
<i>Distributive Justice(X1)</i>	0.530
<i>Leader Style(X3)</i>	0.599
<i>Innovative Work Behavior(Y)</i>	0.559
<i>Interactional Justice(X2)</i>	0.575
<i>Job satisfaction(Z)</i>	0.536

Source: Processed PLS data, 2022

Based on the data presented above in table 5, it can be seen that the Average Variant Extracted (AVE) value of each research variable is  $> 0.5$ . Thus these results can indicate that each research variable has met the requirements for the Average Variant Extracted (AVE) value.

e. Collinearity Testing

The collinearity test is to prove whether the correlation between latent/construct variables is strong or not. The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value (Hair, et. al 2014; Garson, 2016). If the VIF value  $> 5.00$ , it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is  $< 5.00$ .

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**Table 6. ValueColonierity**

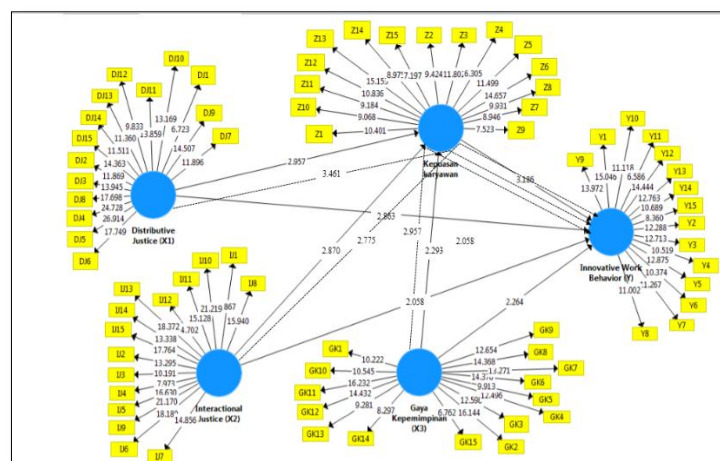
	X <sub>1</sub>	X <sub>2</sub>	Y	X <sub>3</sub>	Z
<i>Distributive Justice(X1)</i>			0.37		0.770
<i>Interactional Justice(X2)</i>			0.424		0.337
<i>Leader Style(X3)</i>			0.294		0.185
<i>Innovative Work Behavior(Y)</i>					
<i>Job satisfaction(Z)</i>			0.147		

Source: Processed PLS data, 2022

Based on the data presented above in table 4.5, it can be seen that the Colonierity value of each research variable is <0.5. Thus these results can indicate that each research variable has met the requirements for the Colonial value.

#### 4.2. Inner Model Evaluation Test

The evaluation stage of the structural model (inner model) consists of testing the goodness of the model (model fit) and testing the hypothesis. The model goodness-of-fit test was carried out by observing the R-square value (R<sup>2</sup>). Partial hypothesis testing is carried out by paying attention to the significance value of the relationship between variables (direct and indirect effects). The results of the bootstrapping process on the structural model can be seen in the following figure:



**Figure 1. Results of the Bootstrapping Process**  
(Source: OutputSmartPLS, Ringle, et. al (2015))

a. R Square

The R-Square value (R<sup>2</sup>) is used to determine the predictive power of the structural model in SEM-PLS analysis. The criteria for R-square values close to 0.67 are considered strong, 0.33 as moderate, and 0.19 as weak (Chin & Wynne, 1999). R-square value in the following table:

**Table 7. R-Square Value**

	<i>R Square</i>	<i>Adjusted R Square</i>
<i>Innovative Work Behavior (Y)</i>	0.814	0.806
<i>Job satisfaction(Z)</i>	0.534	0.520

Source: Processed PLS data, 2022

Based on the table, it can be seen that the R-square value of the Innovative Work Behavior (Y) variable is 0.814. This value explains that the strength of the Innovative Work Behavior (Y) variable in predicting job satisfaction (Z) is 53.4%. Furthermore, the R-square value for the Job satisfaction (Z) variable is 0.534. This value explains that the power of the Distributive Justice (X1), Interactional Justice (X2), and Leader Style (X3) variables in predicting job satisfaction (Z) is 53.4%.

b. Hypothesis testing

Hypothesis testing is carried out by paying attention to the original sample estimates (O) values to determine the direction of the relationship between variables, t-statistics (T), and p-values (P) to determine the significance level of the relationship (Sarstedt et al., 2017). A t-statistics value of more than 1.96 or a p-value less than <0.05 indicates that a relationship between variables is significant. The hypothesis test was carried out by looking at the value of the effect of a direct relationship and the value of the effect of an indirect relationship. The results of testing the research hypothesis can be seen in the following table:

**Table 8. Relationship Value Between Variables (Direct and Indirect Effects)**

	Original Sample (O)	Average Sample (M)	Standard Deviation (STD DEV)	T Statistics (O/STD DEV)	P Values
(X1) → (Z)	0.353	0.368	0.119	2,957	0.003
(X2) → (Z)	0.201	0.180	0.231	2,870	0.005
(X3) → (Z)	0.226	0.245	0.189	2,293	0.034
(Z) → (Y)	0.232	0.242	0.073	3,186	0.002
(X1) → (Y)	0.338	0.331	0.098	2,863	0.033
(X2) → (Y)	-0.012	0.033	0.207	2058	0.004
(X3) → (Y)	0.440	0.393	0.194	2,264	0.024
(X1) → (Z) → (Y)	0.082	0.091	0.044	3,461	0.001
(X2) → (Z) → (Y)	0.047	0.041	0.060	2,775	0.043
(X3) → (Z) → (Y)	0.052	0.060	0.055	2,957	0.039

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Source: Processed PLS data, 2022

Based on the table above, the relationship between study variables can be explained as follows:

- 1) The effect value of variable X1 on Z is 2,957 with a p-value of 0.003 ( $<0.05$ ). Thus H1 is accepted, namely Distributive Justice has a direct effect on Job satisfaction at PT Medianusa Permana.
- 2) The effect value of variable X2 on Z is 2,870 with a p-value of 0.005 ( $<0.05$ ). Thus H2 is accepted, namely Interactional Justice has a direct effect on Job satisfaction at PT Medianusa Permana.
- 3) The effect value of variable X3 on Z is 2,293 with a p-value of 0.034 ( $<0.05$ ). Thus H3 is accepted, namely Leadership Style has a direct effect on Job satisfaction at PT Medianusa Permana.
- 4) The value of the effect of variable Z on Y is 3,186 with a p-value of 0.002 ( $<0.05$ ). Thus H4 is accepted, namely Job satisfaction has a direct effect on Innovative Work Behavior at PT Medianusa Permana.
- 5) The effect value of variable X1 on Y is 2,863 with a p-value of 0.033 ( $<0.05$ ). Thus H5 is accepted, namely Distributive Justice has a direct effect on Innovative Work Behavior at PT Medianusa Permana.
- 6) The effect value of variable X2 on Y is 2,058 with a p-value of 0.004 ( $<0.05$ ). Thus H6 is accepted, namely Interactional Justice has a direct effect on Innovative Work Behavior at PT Medianusa Permana.
- 7) The effect value of variable X3 on Y is 2,264 with a p-value of 0.024 ( $<0.05$ ). Thus H7 is accepted, namely Leadership Style has a direct effect on Innovative Work Behavior at PT Medianusa Permana.
- 8) The effect value of variable X1 on Y through Z is 3,461 with a p-value of 0.001 ( $<0.05$ ). Thus H8 is accepted, namely the Job Satisfaction variable significantly mediates the relationship between Distributive Justice on Innovative Work Behavior. The type of mediation produced is full mediation or full mediation, because the existence of a mediator makes the value of the indirect effect (3.461) greater than the direct effect (2.863).
- 9) The effect value of variable X2 on Y through Z is 2,775 with a p-value of 0.043 ( $<0.05$ ). Thus H9 is accepted, namely the Job Satisfaction variable significantly mediates the relationship between Interactional Justice on Innovative Work Behavior. The type of mediation produced is full mediation or full mediation, because the existence of a mediator makes the value of the indirect effect (2.775) greater than the direct effect (2.058).
- 10) The effect value of variable X3 on Y through Z is 2,957 with a p-value of 0.039 ( $<0.05$ ). Thus H10 is accepted, namely the Job Satisfaction variable significantly mediates the relationship between Leadership Style and Innovative Work Behavior. The type of mediation produced is full mediation or full mediation, because the existence of a mediator makes the value of the indirect effect (2.957) greater than the direct effect (2.264).

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. CONCLUSION

1. *Distributive Justice* direct effect on Job satisfaction.
2. *Interactional Justice* direct effect on Job satisfaction.
3. *Leadership Style* direct effect on Job satisfaction.
4. *Job satisfaction* direct effect on Innovative Work Behavior.
5. *Distributive Justice* direct effect on Innovative Work Behavior.
6. *Interactional Justice* direct effect on Innovative Work Behavior.

7. *Leadership Style* direct effect on Innovative Work Behavior.
8. *Distributive Justice* indirect effect on Innovative Work Behavior through Job Satisfaction.
9. *Interactional Justice* indirect effect on Innovative Work Behavior through Job Satisfaction
10. *Leadership Style* indirect effect on Innovative Work Behavior through Job Satisfaction

## 5.2. SUGGESTIONS

1. For further research to be able to develop research by adding other variables that influence Innovative Work Behavior.
2. For employees of PT Medianusa Permana Batam City expected to improve Innovative Work Behavior, understands that employees must be able to come up with ideas and ideas for the progress of the company so that it expands overseas.
3. It is hoped that the company will provide justice to all employees, if it gives sanctions for any violations of regulations by all levels of employees, both superiors and subordinates, such as cutting wages.

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