

THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON THE COUNTERPRODUCTIVE WORK BEHAVIOR OF STATE CIVIL APPARATUS

CASE STUDY: CENTER FOR SEED AND PLANTATION PLANT PROTECTION

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Abstract

The background to this research is counterproductive work behavior found at BBPPTP Medan and indications of organizational injustice. This research discusses the influence of organizational justice which includes distributive, procedural and interactional justice on counterproductive work behavior. Quantitative methods are used in this research to test and analyze the influence of distributive justice, procedural justice and interactional justice on counterproductive work behavior. Responses from respondents were collected through distributing questionnaires using a random sampling method and using a sample of 40 respondents. Hypothesis testing uses multiple linear analysis techniques with the help of SPSS 22 software. The research results show that distributive justice has a negative and significant effect with a significance level (0.00 greater than 0.05), procedural justice has no significant effect on counterproductive work behavior with a significance level (0.272 greater than 0.05) and interactional justice has a positive and significant effect on counterproductive work behavior with a significance level of (0.005 less than 0.05). This shows that the higher the level of distributive justice received by employees, the level of counterproductive work behavior will decrease, the higher the interactional justice, the more counterproductive work behavior will increase. This research provides important implications for agencies to minimize counterproductive work behavior by paying attention to organizational justice, especially distributive justice and implementing procedural justice according to applicable regulations.

Keywords : *Distributive Justice, Procedural Justice, Interactional Justice, Counterproductive Work Behavior*

1. INTRODUCTION

State civil servants or government employees are one of the pillars in realizing good governance together with the business world (Corporate Governance) and civil society. These three elements must work in harmony and harmony with their respective roles and responsibilities. Along with these three elements, state civil servant resource management is an important part of state government management which aims to help and support all state civil servant human resources to realize their full potential as government employees and as citizens. This paradigm requires a change in resource management from the old perspective of personnel management which emphasizes the rights and obligations of individual employees to a new perspective which emphasizes strategic human resource management so that superior resources are always available and in line with dynamics. changes in the mission of the state civil service. Based on Law Number 8 of 1974 and Law Number 43 of 1999 concerning the principles of civil service, it is stated that civil servants consist of Civil Servants (PNS), members of the Indonesian National Army (TNI), members of the Indonesian National Police (POLRI).

It is widely known that being a State Civil Apparatus or what is familiarly known as ASN is a job that deals with the continuity of government. However, becoming an ASN is not without conditions that must be met. State Apparatus is an employee who has fulfilled the terms and conditions and will be appointed by an authorized head or superior and given duties in a state

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Diwan Hadi Prakoso, Harmein Nasution, Iskandarini

position or given state assignments and paid in accordance with applicable laws. Considering that the existence of ASN is very much needed in terms of public services to the community, ASN are also required to carry out their duties as public servants as well and as productively as possible.

In reality, levels of counterproductive behavior often occur among state civil servants and non-permanent employees in Indonesia. This can be seen from a number of cases related to counterproductive behavior, such as cases of corruption and bribery, high levels of tardiness and absenteeism without employee permission, and arrogant actions in the government work environment. Counterproductive behavior is a form of all behavior carried out by individuals/employees, whether intentionally or unintentionally, which conflicts with or hinders the company organization from achieving organizational goals (Prasetyanta, 2019). Apart from that, Wahyuni and Nugraheni (2016) stated that counterproductive work behavior in general can disrupt an organization through a direct impact on organizational functions as well as very high losses.

Counterproductive work behavior that occurs among ASN is closely related to Civil Servant Discipline. In Republic of Indonesia Government Regulation Number 53 of 2010 concerning Civil Servant Discipline, it is also stated that disciplinary violations committed by Civil Servants (PNS) will be punished according to the level and type of discipline. However, every civil servant who violates disciplinary regulations can still take administrative action as a form of objection due to dissatisfaction with the punishment that has been decided and imposed on the civil servant concerned. The existence of these administrative efforts is considered to cause disciplinary punishment procedures to become looser, so that many ASN in Indonesia are involved in counterproductive work behavior.

The high rate of counterproductive work behavior among ASN and non-permanent employees in Indonesia can be seen from indications of an increasing number of cases related to counterproductive work behavior, such as increasing cases of corruption and bribery, high levels of tardiness and absenteeism without permission, frequent acts of arrogance within government organizations and various other forms of work behavior deviation. Research conducted by Josef (2017) states that organizational justice simultaneously has a significant effect on counterproductive work behavior. Organizations that are able to be fair to employees will create a feeling of happiness and employees will tend to avoid being involved in activities that lead to counterproductive work behavior (Lubis & Weldali, 2018).

According to Kanten and Ulker (2019) counterproductive behavior is influenced by individual factors and organizational factors. Employee perceptions of the justice of an organization are included in organizational factors which are one of the factors that cause counterproductive behavior to occur. Employees have their own perceptions of how they will be treated by the organization in the long term. With organizational justice implemented by the organization, employees can predict and control the results they want from the organization (Winurini, 2020). One of the reasons for counterproductive behavior shown by employees is the lack of justice within the organization. Organizational justice is a personal evaluation of ethics and morals in organizational management. Counterproductive behavior is seen as an employee's cognitive response regarding their experience of injustice in the organization

Ratnawati and Amri (2018) said that the justice provided by the organization to employees can foster feelings of pleasure in being in the organizational environment because they assume they have been treated as fairly as other employees in terms of salaries, bonuses, incentives and the same regulations for all employees. Employees who receive good justice will show caring behavior

towards the organization, feel part of the organization and are willing to make sacrifices to achieve organizational goals.

Based on observations made by the author, it was found that there were several counterproductive work behaviors shown by several ASN employees at BBPPTP Medan, such as walking during work hours or eating in the canteen. Apart from that, not all ASN actually work full time during working hours because some employees are not punctual in their attendance, leave before the break time, and do not return on time after the break is over. Then other counterproductive work behaviors include visiting other departments without a clear purpose during working hours, chatting with each other during work time, playing on social media when there is no deadline, permission to leave the office but not returning according to the permission requested and completing work before work time is over. However, not all employees behave this way, there are still many employees who have productive work behavior.

Based on the case examples mentioned above, these are examples of the involvement of Civil Servants in the tendency of counterproductive work behavior in the work environment and can illustrate that Civil Servants have not internalized the values or regulations set by the government. This is only considered a passing wind and does not carry out its mandate in accordance with the law that regulates it. The problems above are interrelated and tend not to find a comprehensive solution even though a Civil Servant should be able to be a role model for society. Behavior that violates applicable discipline and rules is an example of counterproductive behavior in the workplace.

In accordance with PP Number 53 concerning civil servant work discipline, the contents of which require the ability of every civil servant to be able to behave in a disciplined manner in all matters that comply with obligations and avoid prohibitions determined by statutory regulations. Based on this, ASN should carry out statutory orders by being disciplined and working diligently. This is in order to achieve optimal results for society, government and development for the nation and state. However, seeing the phenomenon that occurs in ASN regarding the large number of counterproductive work behaviors, there needs to be a solution. Because ASN should be able to be an example for society.

Apart from that, the author also conducted short interviews with ASN employees at BBPPTP Medan. The interview was conducted without mentioning the name of the source to maintain the confidentiality and privacy of the source. Based on these interviews, it is known that there are still several acts of injustice felt by ASN employees at BBPPTP Medan, such as differences in the distribution of official travel provided, compliance with sanctions given and also unequal distribution of work. This includes the three dimensions of organizational injustice, namely distributive, procedural and interactional injustice.

2. IMPLEMENTATION METHOD

Types of research

The approach in this research uses an associative approach. The associative approach is research that aims to determine the relationship between two or more variables in research (Sugiyono, 2015). In this research, researchers want to know the influence of organizational justice and organizational culture on counterproductive work behavior.

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Diwan Hadi Prakoso, Harmein Nasution, Iskandarini

Place and time of research

The research was conducted at the Center for Seed and Plantation Plant Protection in Medan City. This area determination was carried out purposively. The research was conducted from July 2023 to November 2023.

Research Population and Sample

Population data was selected using a purposive sampling method. The population of this research is all State Civil Apparatus at the Center for Seed and Plantation Plant Protection in Medan City, totaling 238 people according to data from BBPPTP Medan employees. In this study, researchers carried out a random sampling technique with a total sampling of 40 ASN employees at BBPPTP Medan. According to Roscoe (Sugiyono, 2015), the appropriate sample size in research is 30 to 500, apart from that, if the research will carry out multivariate analysis (correlation or regression), then the number of sample members must be at least 10 times the variables studied. Based on the points above, the minimum sample size in this study is 40 because it has 4 variables.

Types and Sources of Research Data

The type of data used in this research is primary data, namely data obtained directly from respondents, namely ASN at the Medan City Plantation Seed and Plant Protection Center through a questionnaire.

Method of collecting data

- a. Interview (Interview), to parties who have the right and authority to provide data and information about the performance of ASN at the Medan City Plantation Seed and Plant Protection Center.
- b. List of Questions (Questionnaire) given to ASN at the Medan City Plantation Seed and Plant Protection Center who were selected as respondents using a Likert scale consisting of: Very Often (SS), Frequently (S), Rarely (J) and very rarely (SJ) for the counterproductive work behavior scale.
- c. Documentation Study, by collecting and studying data and information regarding ASN's counterproductive work behavior at the Medan City Plantation Seed and Plant Protection Center.

Data analysis method

The data analysis method used in this research is the quantitative data analysis method. The quantitative data analysis method is a data analysis method that uses the calculation of numbers which will later be used to make a decision in solving the problem and the data obtained is analyzed using generally accepted theories, so that a conclusion can be drawn and test whether the formulated hypothesis can be accepted or rejected.

3. RESULTS AND DISCUSSION

Instrument Test

a. Validity test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the

questionnaire will measure. The results of the validity analysis are shown by comparing rcount with rtable.

Meanwhile, the calculated r value can be seen in the corrected item total correlation in the SPSS program. Then for decision making, if the Sig (2-tailed) is smaller than the 5% significance level, then the item or variable studied is valid. The results of the validity test using the SPSS version 22 computer program obtained the following results:

Table 1. Test the Validity of Counterproductive Work Behavior

Items	Sig (2-tailed)	Sig	Information
Statement_1	0,000	0.050	Valid
Statement_2	0,000	0.050	Valid
Statement_3	0,000	0.050	Valid
Statement_4	0,000	0.050	Valid
Statement_5	0.127	0.050	Invalid
Statement_6	0.058	0.050	Invalid
Statement_7	0,000	0.050	Valid
Statement_8	0,000	0.050	Valid
Statement_9	0.023	0.050	Valid
Statement_10	0.237	0.050	Invalid
Statement_11	0,000	0.050	Valid
Statement_12	0,000	0.050	Valid
Statement_13	0,000	0.050	Valid
Statement_14	0.374	0.050	Invalid
Statement_15	0.487	0.050	Invalid
Statement_16	0.219	0.050	Invalid
Statement_17	0,000	0.050	Valid
Statement_18	-	0.050	Invalid
Statement_19	0,000	0.050	Valid
Statement_20	0,000	0.050	Valid
Statement_21	0.091	0.050	Invalid
Statement_22	0.030	0.050	Valid
Statement_23	0.457	0.050	Invalid
Statement_24	0.685	0.050	Invalid

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON THE COUNTERPRODUCTIVE WORK BEHAVIOR OF STATE CIVIL APPARATUS CASE STUDY: CENTER FOR SEED AND PLANTATION PLANT PROTECTION

Diwan Hadi Prakoso, Harmein Nasution, Iskandarini

Based on the calculation results of the validity test of the counterproductive work behavior variable, it is known that of the 24 questions contained in the counterproductive work behavior variable, there are 10 questions that do not meet the validity requirements and are therefore considered invalid and must be discarded.

Table 2. Validity Test of Distributive Justice

Items	Sig (2-tailed)	Sig	Information
Statement_1	0,000	0.050	Valid
Statement_2	0,000	0.050	Valid
Statement_3	0,000	0.050	Valid
Statement_4	0,000	0.050	Valid

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on the calculation results of the validity test of the distributive justice variable, it is known that of the 4 statements contained in the distributive justice variable, all statements have a sig (2-tailed) value < 0.05, namely 0.000, so all statements are declared valid.

Table 3. Procedural Justice Validity Test

Items	Sig (2-tailed)	Sig	Information
Statement_1	0,000	0.050	Valid
Statement_2	0,000	0.050	Valid
Statement_3	0,000	0.050	Valid
Statement_4	0,000	0.050	Valid

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on the calculation results of the validity test of the distributive justice variable, it is known that of the 4 statements contained in the distributive justice variable, all statements have a sig (2-tailed) value < 0.05, namely 0.000, so all statements are declared valid.

Table 4. Test of the Validity of Interactional Justice

Items	Sig (2-tailed)	Sig	Information
Statement_1	0,000	0.050	Valid
Statement_2	0,000	0.050	Valid
Statement_3	0,000	0.050	Valid
Statement_4	0,000	0.050	Valid

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on the calculation results of the validity test of the distributive justice variable, it is known that of the 4 statements contained in the distributive justice variable, all statements have a sig (2-tailed) value < 0.05, namely 0.000, so all statements are declared valid.

b. Reliability Test

According to Sekaran (2006: 206), a Cronbach's alpha (α) value between 0.8-1.0 is categorized as good reliability, while a value between 0.6-0.79 is categorized as acceptable reliability, and if Cronbach's alpha (α) is less than 0.6, it is categorized as poor reliability. . The results of the reliability test on the questionnaire for each research variable using the SPSS version 22 program are as follows:

Table 5. Reliability Test Results

No	Variable	Number of Items	<i>Cronbach's Alpha</i>	Information
1	Work Behavior Counterproductive	14	0.915	Good
2	Distributive Justice	4	0.884	Good
3	Procedural Justice	4	0.789	Accepted
4	Interactional Justice	4	0.809	Good

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on table 5 above, it can be shown that all the variable values for counterproductive work behavior, distributive justice, procedural justice and interactional justice show consistency that can be trusted or reliable. This provides the conclusion that all the statement items which are the measurement dimensions of the observed variables are reliable.

Classic assumption test

a. Normality test

This test aims to test whether in the regression model, the dependent (bound) variable and the independent (free) variable both have a normal distribution or not. According to Ghazali (2016) "To find out whether it is not normal or whether in the regression model, variables X1, X2, X3 and variable Y or both are normally distributed, a normality test is used."

THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON THE COUNTERPRODUCTIVE WORK BEHAVIOR OF STATE CIVIL APPARATUS CASE STUDY: CENTER FOR SEED AND PLANTATION PLANT PROTECTION

Diwan Hadi Prakoso,

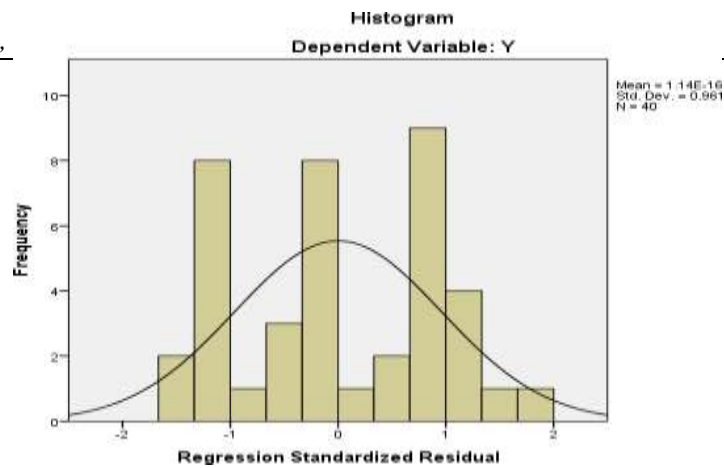


Figure 1. Normality Test Histogram

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Judging from the curve above which forms a normal curve and most of the bars are below the curve, it can be concluded that the variables are normally distributed.

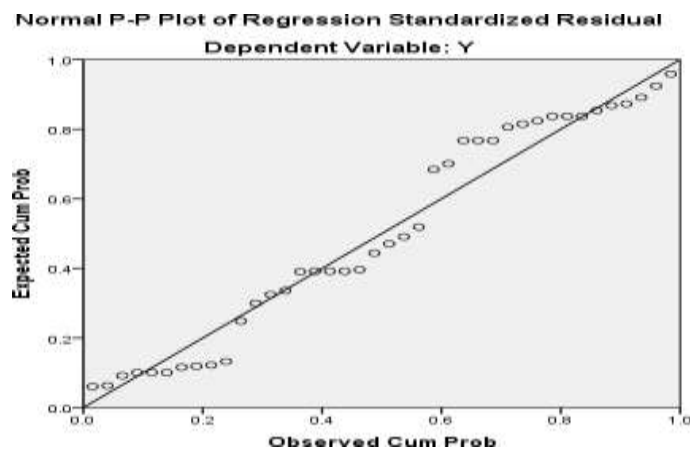


Figure 2. PP Normal Test Plot of Regression Standardized Residual

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Judging from the pattern formed, that the plots follow the fit line, it can be concluded that the variables above are normally distributed.

Table 6. Kolmogorov–Smirnov Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	3.82559538
Most Extreme Differences	Absolute	.151
	Positive	.127
	Negative	-.151
Statistical Tests		.151
Asymp. Sig. (2-tailed)		.022 ^c
Exact Sig. (2-tailed)		.288
Point Probability		.000

a. Test distribution is Normal.

b. Calculated from data

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

From the results of calculations using the SPSS Statistics 22.0 for Windows program, for the Exact Sig value. (2-tailed) obtained 0.288. This means that the Exact Sig value is greater than 0.05 ($\alpha = 5\%$, significant), so it can be concluded that the data is normally distributed.

b. Multicollinearity Test

From the multicollinearity test for the variable being tested, the results obtained are as shown below:

Table 7. Multicollinearity Test Results

Variable	Tolerance Value	VIF value	Information
Distributive Justice	0.899	1,113	Not occur multicollinearity
Procedural Justice	0.825	1,212	Not occur multicollinearity
Interactional Justice	0.756	1,322	Not occur multicollinearity

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on table 7, it can be seen that the distributive justice variable has a tolerance value = 0.899 and has a VIF value = 1.113, the procedural justice variable has a tolerance value = 0.825 and a VIF value = 1.212 and the interactional justice variable has a tolerance value = 0.756 and a VIF value = 1.322. So it can be concluded that all tolerance values for each variable are above 0.10 and the VIF value for each independent variable is still below 10 (VIF value < 10), which means that in this regression model there are no symptoms of multicollinearity, namely correlation between variables. free.

c. Heteroscedasticity Test

The variables used to test heteroskedasticity in this study consisted of distributive justice (X1), procedural justice (X2), interactional justice (X3) and counterproductive work behavior, using the SPSS Statistics 22.0 for Windows program to produce the following data:

Table 8. Heteroscedasticity Test Results

Variable	Mark Significance	α	Information
Distributive Justice	0.614	0.05	No symptoms heteroscedasticity
Procedural Justice	0.812	0.05	No symptoms heteroscedasticity
Interactional Justice	0.784	0.05	No symptoms heteroscedasticity

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on table 8, it can be seen that the significance probability values for all independent variables (distributive justice, procedural justice, and interpersonal justice) are not statistically significant because the Sig value is > 0.05 .

Thus, it can be concluded that the regression model used in this research does not contain heteroscedasticity.

Research Hypothesis Testing

a. Regression Analysis of Research Variables

Regression is a method for determining cause and effect relationships between one variable and other variables. In this study, multiple regression was used to determine the causal relationship between the independent variable/ Counterproductive Work Behavior.

Based on testing using the SPSS Statistics 22.0 for Windows program, the results of the research multiple linear regression equation can be seen in Table 9 below:

Table 9. Multiple Linear Regression Test Coefficient

Variable	B	Std. Error	Tcount	Sig.
Constant	22,039	2,323	9,488	0,000
Justice Distributive	- 0.690	0.05	-9,478	0,000
Justice Procedural	0.211	0.05	1,115	0.272
Justice Interactional	0.399	0.05	2,964	0.005

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on table 9 above, the multiple linear regression equation can be arranged as follows:

$$Y = 22.039 - 0.690 X_1 + 0.211 X_2 + 0.399 X_3$$

Interpretation:

1. The constant value has a positive value of 22.039, this shows that if the variables of distributive justice, procedural justice and interactional justice are considered constant (0), then the value of counterproductive work behavior is 22.039.
2. The regression coefficient for the distributive justice variable (b1) is negative at 0.690. This means that if distributive justice is increased by one unit provided that the procedural justice and interactional justice variables are considered constant, it will reduce the value of counterproductive work behavior by 0.690.
3. The regression coefficient for the procedural justice variable (b2) is positive at 0.211. This means that if procedural justice is increased by one unit provided that the variables of distributive justice and interactional justice are considered constant, it will increase the value of counterproductive work behavior by 0.211.
4. The regression coefficient for the interactional justice variable (b3) is positive at 0.399. This means that if interactional justice is increased by one unit provided that the variables of distributive justice and procedural justice are considered constant, it will increase the value of counterproductive work behavior by 0.399.

b. Partial Test (t-test)

From the results of data processing through the SPSS Statistics 22.0 for Windows program, the following data was obtained:

Table 10. t Test Results

Variable	T count	T table	Sig.
Constant	9,488	1,688	0,000
Justice Distributive	-9,478	1,688	0,000
Justice Procedural	1,115	1,688	0.272
Justice Interactional	2,964	1,688	0.005

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

1. Distributive Justice Variable (X1)

Based on the results of the t test for the distributive justice variable (X1), the t value = -9.478 with a significance level of 0.000. Using a significance limit of 5% and obtained t table of 1.688. This means $t_{count} > t_{table}$ and the significance level value is < 0.05 , which means that the distributive justice variable (X1) partially has a significant effect on the counterproductive work behavior variable (Y). The direction of the negative regression coefficient means that distributive justice has a negative or inverse and significant influence on ASN's counterproductive work behavior at BBPPTP Medan, meaning that the higher the organization's distributive justice, the lower the level of counterproductive work behavior and vice versa.

2. Procedural Justice Variable (X2)

Based on the results of the t test for the procedural justice variable (X2), the t value = 1.115 with a significance level of 0.272. Using a significance limit of 5% and obtained t table of 1.688. This means $t_{count} < t_{table}$ and the significance level value is > 0.05 . This means that the

THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON THE COUNTERPRODUCTIVE WORK BEHAVIOR OF STATE CIVIL APPARATUS CASE STUDY: CENTER FOR SEED AND PLANTATION PLANT PROTECTION

Diwan Hadi Prakoso, Harmein Nasution, Iskandarini

procedural justice variable (X2) does not have a significant influence on counterproductive work behavior.

3. Interactional Justice Variable (X3)

Based on the results of the t test for the interactional justice variable (X3), the t value = 2.964 with a significance level of 0.005. Using a significance limit of 5% and obtained t table of 1.688. This means $t_{count} > t_{table}$ and the significance level value < 0.05 , which means that the interactional justice variable (X3) partially has a significant effect on the counterproductive work behavior variable (Y). The direction of the positive regression coefficient means that interactional justice has a positive or directly proportional and significant influence on ASN's counterproductive work behavior at BBPPTP Medan, meaning that the higher a person's interactional justice, the higher the level of counterproductive work behavior and vice versa.

c. Simultaneous Significant Test (F statistical test)

From the results of data processing through the SPSS Statistics 20.0 for Windows program, the following data was obtained:

Table 11. Simultaneous Test Results

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	78,051	3	26,017	32,721	,000 ^b
Residual	28,624	36	,795		
Total	106.675	39			

a. Dependent Variable: COUNTERPRODUCTIVE WORK BEHAVIOR

b. Predictors: (Constant), DISTRIBUTIVE, PROCEDURAL, INTERACTIONAL

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

Based on the output, the calculated F value is 32.721 and the sig value is 0.00. In accordance with the basis for decision making, it can be concluded that:

The significance value for the simultaneous influence of X1, So that distributive justice, procedural justice and interactional justice together or simultaneously have a positive and significant effect on counterproductive work behavior.

d. Coefficient of Determination (R²)

From the results of data processing through the SPSS Statistics 22.0 for Windows program, the following data was obtained:

Table 12. Coefficient of Determination Results (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,855 ^a	,732	,709	,892

a. Predictors: (Constant), DISTRIBUTIVE, PROCEDURAL, INTERACTIONAL

Source: Primary Data processed via the SPSS Application Version 22.0, 2023

The test results were carried out using the SPSS version 20 program, so it is known that the coefficient of determination (R^2), namely adjusted R^2 , was obtained at 0.709. This result means that 70.9% of counterproductive work behavior can be explained by the variables distributive justice, procedural justice and interactional justice, in other words that the independent variables have a joint influence of around 70.9% on the dependent variable. Meanwhile, the remaining 29.1% of counterproductive work behavior is explained by other variables that were not examined in this research or other causes outside the model.

Discussion

a. The influence of distributive justice on counterproductive work behavior among ASN at BBPPTP Medan.

The results of data analysis show that distributive justice has a negative and significant effect on counterproductive work behavior. The construct of distributive justice was formed based on indicators developed by Colquitt (2001).

The findings of this research are consistent with previous research such as that conducted by Cendikiawaty (2018) and Dajani and Muhammad (2017) which stated that distributive justice has a negative and significant effect on counterproductive work behavior, which means that the higher the distributive justice received by employees, the lower the level of work behavior. counterproductive.

b. The influence of procedural justice on counterproductive work behavior among ASN at BBPPTP Medan

The results of data analysis show that procedural justice does not have a significant effect on counterproductive work behavior. This research contradicts research conducted by Cendikiawaty (2018) and Iryansah (2020), the results of which show that procedural justice has a significant positive influence on counterproductive work behavior. Different research results conducted by Widarani (2015) stated that procedural justice was not found to be significantly related to counterproductive work behavior.

c. The influence of interactional justice on counterproductive work behavior among ASN at BBPPTP Medan

The results of data analysis show that interactional justice has a positive and significant effect on counterproductive work behavior. This research contradicts the results of research conducted by Cendikiawaty (2018) and Dajani and Muhammad (2017) which stated that interactional justice has a negative and significant effect on counterproductive work behavior.

4. CONCLUSION

Conclusion

Based on the discussion in several previous chapters, it can be concluded as follows :

1. The results of data analysis show that distributive justice has a negative and significant effect on counterproductive work behavior. This means that the higher employees feel fairness in the distribution of rewards and compensation, the less counterproductive work behavior will be. ASN BBPPTP Medan's assessment of distributive justice indicators shows that the rewards received by employees are appropriate between the workload carried out and the rewards received.

THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON THE COUNTERPRODUCTIVE WORK BEHAVIOR OF STATE CIVIL APPARATUS CASE STUDY: CENTER FOR SEED AND PLANTATION PLANT PROTECTION

Diwan Hadi Prakoso, Harmein Nasution, Iskandarini

The relationship between distributive justice and counterproductive work behavior, which is a negative relationship, means that if the distributive justice felt by employees is high, then the possibility of employees engaging in counterproductive work behavior will be small. Distributive justice refers to the perceived fairness of the results obtained by someone. When rewards are allocated or decisions are made, people often make judgments about whether the results obtained are fair or not.

2. The results of data analysis show that procedural justice does not have a significant effect on counterproductive work behavior. This means that the higher the employee feels fairness in implementing regulations, the higher the job satisfaction they feel, which will reduce counterproductive work behavior.

This makes it possible that the dimensions of organizational justice in this research that are proven to have the strongest influence on counterproductive work behavior are only distributive justice and interactional justice.

These results also indicate that the procedural justice implemented in this agency has not had an influence on counterproductive work behavior.

3. The results of data analysis show that interactional justice has a positive and significant effect on counterproductive work behavior. This means that the higher employees feel fairness in interpersonal relationships and access to information, the more counterproductive work behavior tends to increase. The results of this research show that the higher the level of interactional justice, the higher the level of counterproductive work behavior. From the research results, it is known that interactional justice at BBPPTP Medan is in the high category. This shows that at the Medan BBPPTP agency the leadership has given tasks to its subordinates and explained in detail the series of tasks that must be carried out.

However, this situation makes employees too comfortable in their work environment and become complacent when working so that they unknowingly engage in counterproductive work behavior.

The results of data analysis show that organizational justice (distributive justice, procedural justice, and interactional justice) together (simultaneously) has a positive and significant effect on counterproductive work behavior.

Managerial Implications

Practically, the implications of the findings of this research show that in determining counterproductive work behavior, distributive organizational justice has a greater influence than interactional justice and procedural justice has no influence on counterproductive work behavior. This shows that distributive justice plays an important role because it has the greatest influence in suppressing counterproductive work behavior practices at BBPPTP Medan. The distributive justice dimension is a key factor that can reduce employee deviant work behavior. It is important for leaders at BBPPTP Medan to increase the perception of fairness in the eyes of employees in the distribution of rewards for resource allocation that employees consider to be appropriate or contrary to justice during the decision-making process so as to reduce counterproductive work behavior. Technical and administrative employees of course have different workloads. Employees with technical job desks will definitely receive more official travel distribution as compensation from their job desks compared to administrative employees. This situation is often misinterpreted

as injustice even though the distribution of official travel has been adjusted to the employees' job descriptions. However, this must also be accompanied by a good distribution of compensation for administrative employees. So it is necessary for the Medan BBPPTP agency to pay attention to the distribution of compensation to all employees so that it will not create a sense of injustice between employees which will gradually lead to counterproductive work behavior.

Suggestion

Based on the conclusions presented above, several things are recommended as follows:

1. It is hoped that agency leaders can improve and further improve the implementation of existing organizational justice, especially in adjusting the distribution of workload and rewards as well as the distribution of official travel distribution which must be adjusted between the agenda to be followed by employees according to the job description. This is necessary to prevent and minimize counterproductive work behavior.
2. Seeing the research results which show that procedural justice does not have a significant influence on counterproductive work behavior, it would be good for agencies to pay more attention to existing procedural justice, especially on the implementation and enforcement of existing regulations so that in the end it can significantly influence counterproductive work behavior.
3. Further research can develop with other variables that mediate or strengthen the influence of organizational justice on counterproductive work behavior. These variables could be factors from within the organization such as organizational communication or variables from within the employee's personality such as personal characteristics. These variables can be obtained from various journal literature or previous research.

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THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON THE COUNTERPRODUCTIVE WORK BEHAVIOR OF STATE CIVIL APPARATUS CASE STUDY: CENTER FOR SEED AND PLANTATION PLANT PROTECTION

Diwan Hadi Prakoso, Harmein Nasution, Iskandarini

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Diwan Hadi Prakoso, Harmein Nasution, Iskandarini

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