

THE INFLUENCE OF LEADERSHIP STYLE, JOB SATISFACTION AND ORGANIZATIONAL JUSTICE ON COUNTERPRODUCTIVE WORK BEHAVIOR IN EMPLOYEES PDAM IE BEUSAREE RATA LHOKSEUMAWA CITY

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Abstract

This research aims to determine the influence of leadership style, job satisfaction and organizational justice on counterproductive work behavior among employees of PDAM Ie Beusaree Rata, Lhokseumawe City. This type of research is descriptive quantitative research. Where the data used in this research is primary data. The population in this study were employees who worked at PDAM Ie Beusaree Rata, Lhokseumawe City. This research used a saturated sampling method by distributing questionnaires to the entire population of 35 people. The variable measurement scale used in this research is the Likert scale. Data analysis in the research used IBM SPSS version 26 with a data analysis method using multiple linear regression consisting of data instrument testing, classical assumption testing and hypothesis testing. The results of the research show that leadership style, job satisfaction and organizational justice have a negative and significant effect on counterproductive work behavior among employees of PDAM Ie Beusaree Rata, Lhokseumawe City. This means that if the leadership style, job satisfaction and organizational justice in the company decrease, it can trigger counterproductive work behavior in employees. So company management needs to improve leadership style, job satisfaction and organizational justice to minimize employee counterproductive work behavior by improving the indicators used in this research.

Keywords: *Leadership Style, Job Satisfaction, Organizational Justice and Counterproductive Work Behavior.*

INTRODUCTION

Every organization that is formed has certain goals that must be achieved through human cooperation within it. Whether or not achieving organizational goals is effective is determined by the behavior of the people who work within the organization, both individually and in groups. According to Gani, (2021) Organizational behavior is concerned with examining individual actions in an organization and their impact on organizational performance. Meanwhile, Widyanti dan Basuki (2021) define organizational behavior as a theory used to examine the impact of individuals, groups and structures on behavior in organizations with the aim of increasing organizational effectiveness.

The Ie Beusare Rata Regional Drinking Water Company (PDAM) of Lhokseumawe City is one of the regional drinking water companies tasked with managing clean water to meet the needs of the people in Lhokseumawe City. According to Law Number 32 of 2004, drinking water service to the community is a mandatory matter which is the responsibility of the Regency/City and is the responsibility of the PDAM. The tasks related to management which are the responsibilities and obligations are quite heavy tasks. Not only that, companies are also asked to carry out business functions aimed at making a profit. Human resources and organizations are essentially interrelated. To run an organization, good and skilled workers are needed.

So, companies with good workers can achieve their goals and become more successful. But the way people act and think can influence how well they work and how good their work is. How people behave in a company depends on how they are treated. Organizational behavior has a very important role in achieving organizational goals. The continued achievement of organizational goals depends on the behavior of the people and groups who work in the organization. Individuals who work together in

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an organization certainly have unique behavior and performance. Individuals who have positive work behavior will tend to perform well in the organization, while individuals who have negative work behavior will tend to perform ineffectively in the organization. However, in reality, there are still many employees who cannot carry out their obligations legally and are unable to commit as they should because there are still many behaviors that deliberately deviate from organizational standards. This deviant behavior is usually called counterproductive work behavior, where if it occurs continuously it can trigger big problems within the organization itself. Daniarsyah, (2020) say that counterproductive behavior is behavior that is detrimental to the organization. Meanwhile, Tommy, (2019) said that counterproductive work behavior is a serious problem that can cause major losses to an organization and its members.

From this opinion, it can be seen that counterproductive work behavior is behavior that can harm people or even the organization. There are several forms of counterproductive work behavior, including being rude to other people, intentionally doing work incorrectly, aggression (both physical and verbal), sabotage, theft, withdrawal (absenteeism, tardiness and turnover) and so on. However, this did not happen by chance. There are several factors that influence counterproductive work behavior, one of which is organizational justice. Organizational justice means that employees want to be treated fairly in the workplace. The level of justice in an organization is very important, employees who perceive organizational justice as low will have a high tendency to act counterproductively. This understanding is in line with research conducted by Destriana and Dewi (2021) where organizational justice has a negative and significant impact on counterproductive work behavior.

In addition to ensuring everyone is treated fairly, job satisfaction can also lead to counterproductive work behavior. In organizations, job satisfaction measures how much employees like their work so that it can cause emotional reactions to the job. Natan (2023) said that job satisfaction means whether employees are happy or not doing their work. Someone who has a high level of job satisfaction will have positive feelings towards their work, while someone who has a low level of job satisfaction will have negative feelings towards their work, allowing the individual to act counterproductively. This perception is in line with research conducted by Toga and Yoelianita (2022), showing that job satisfaction is related to counterproductive work behavior.

Not only that, leadership style can also be a factor that influences counterproductive work behavior. Leadership can shape strategy, implementation and organizational effectiveness by inspiring employees to carry out tasks beyond targets so as to achieve predetermined organizational goals. Iskandar et al., (2020) define leadership style as a pattern of behavior designed in such a way as to influence subordinates to maximize their performance so that organizational performance and organizational goals can be maximized. Based on research conducted by Mekpor and Baah (2020), transformational leadership style has a negative and significant effect on counterproductive work behavior.

Due to the many negative impacts resulting from counterproductive work behavior, it encourages companies to continue to avoid and identify the causes of counterproductive work behavior. Work behavior like this can happen in every company, as happened at PDAM Ie Beusare Rata, Lhokseumawe City. One of the counterproductive work behaviors displayed by PDAM Ie Beusare Rata Lhokseumawe City employees is a work strike. A work strike is one of the counterproductive work behaviors seen from withdrawal indicators.

Apart from strike behavior, there are also other counterproductive work behaviors that occur, one of which is production irregularities. Production deviation is a type of behavior where someone does not do something correctly so that it can affect productivity. Based on this definition, the behavior of employees who lock the water management installation office and turn off the water supply machine and cause obstruction to the process of distributing clean water to consumers is counterproductive work behavior. Not only that, other phenomena can also be seen from indicators of

abuse, where behavior like this in the workplace is interpersonal and is a form of negative emotion. So the behavior that employees display by protesting and demanding that the director be replaced is one of the counterproductive work behaviors.

Leaders have an important role in inspiring employees to continue working together to achieve agreed goals. However, this is still very lacking in implementation, where sometimes leaders are still arbitrary and underestimate their subordinates. This is one of the leadership style phenomena that can be seen through indicators of ideal influence. Where leaders should provide a vision and mission, create a sense of pride, and gain respect and trust from their subordinates, but in this case the director is no longer trusted to lead the company.

IMPLEMENTATION METHOD

Location and Object of Research

The object of this research is at PDAM Tirta Ie Beusare Rata, located on Jalan T. Nyak Adam Kamil, Simpang Empat, Kec. Banda Sakti, Lhokseumawe City, Aceh. The objects of this research are employees who work at PDAM Tirta Ie Beusare Rata, Lhokseumawe City.

Population and Sample.

Population is the totality of research objects and subjects that have certain characteristics in research from which conclusions can then be drawn Elvera and Astarina, (2021). The population used in this research is all employees who work at PDAM Tirta ie Beusare Rata, Lhokseumawe City, as many as 35 employees. Sample is part of the population taken using sampling techniques, the sample taken must be able to explain the situation of the population (Elvera and Astarina, 2021). Determination of the sample used in this research used the saturated sample method. According to Elvera and Astarina, (2021) samples are saturated resulting in sample selection if all members of the population are selected as samples. As for the samples in this research, there were 35 samples.

Multiple Linear Regression Analysis

Data processing was carried out using multiple linear regression analysis. The multiple linear regression equation that is determined is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Counterproductive Work Behavior

a = Constant Coefficient

$b_1, b_2, b_3,$ = Regression Coefficients

X_1 = Leadership Style

X_2 = Job satisfaction

X_3 = Organizational Justice

E = Error

Coefficient of determination (R²)

Ghozali, (2018) The determination test (R²) is used to determine how far the model's ability is to explain variations in the dependent variable. The R² value ranges from 0% < R².

Hypothesis Partial Test (t Test)

According to Ghozali, (2018) the t test is to make conclusions regarding the influence of each independent variable (X) on the dependent variable (Y). The t test has a significant value of $\alpha = 5\%$. Hypothesis testing criteria use the t statistical test with the condition that if the t count is greater than the t table or the significant value is smaller than the alpha value then leadership style, job satisfaction and organizational justice have an effect on counterproductive work behavior and vice versa if the t

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count is smaller than the t table or the value is significantly greater than alpha, then leadership style, job satisfaction and organizational justice have an effect on counterproductive work behavior.

1. If the significant value is > 0.05 then the hypothesis is rejected. This means that the independent variable does not have a significant influence on the dependent variable.
2. If the significant value is < 0.05 then the hypothesis is accepted. This means that the independent variable partially has a significant influence on the dependent variable.

RESULTS AND DISCUSSION

Results

Multiple Linear Regression Analysis

Multiple linear regression testing explains the magnitude of the role of the Independent Variable (X) on the Dependent Variable (Y). Data analysis in this study used multiple linear regression using SPSS. The analysis of each variable is explained in the following description:

$$Y = 40,962 - 0,487X_1 - 0,677X_2 - 0,700X_3 + \epsilon$$

The description of the multiple linear regression equation above is as follows:

1. The coefficient value obtained by the leadership style variable was -0.487, which means that the leadership style value increased by 1% and the counterproductive work behavior of PDAM Ie Beusaree Lhokseumawel City average also decreased by 48.7%.
2. The coefficient value obtained by the value of job satisfaction is -0.677, which means that job satisfaction has increased by 1% and counterproductive work behavior in PDAM Ie Beusaree, Lhokseumawel City's average has also decreased by 67.7%.
3. The coefficient value obtained by the value of organizational justice is -0.700, which means that the value of organizational justice has increased by 1% and the average of counterproductive work behavior in PDAM Ie Beusaree City of Lhokseumawel has decreased by 70.0%.

Coefficient of determination (R²)

Ghozali, (2018) The determination test (R²) is used to determine how far the model's ability is to explain variations in the dependent variable. The R² value ranges from $0\% < R^2$.

Tabel 1. Coefficient of determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,887	0,786	0,765	1,362

a. Predictors: (Constant), Leadership Style, Job satisfaction, Organizational Justice.

Source: Processed Primary Data (2024)

Based on the table above, it is known that the Adjusted R Square value is 0,765, this means that the influence of X1 (Leadership Style), X2 (Job satisfaction) and X3 (Organizational Justice) ($100\% - 76,5\% = 23,5\%$) explained by other variables not examined in this study.

Hypothesis Partial Test (t Test)

According to Ghozali, (2018), the t statistical test basically shows how far the influence of an independent variable individually is in explaining the dependent variable.

Tabel 2. Hypothesis Partial Test (t Test)

Coefficientsa

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	40,962	3,506	-	11,684	0,000
Leadership Style	-0,487	0,163	-0,248	-2,982	0,006
Job satisfaction	-0,677	0,093	-0,615	-7,309	0,000
Organizational Justice	-0,700	0,122	-0,484	-5,740	0,000

a. Dependent Variable: Counterproductive Work Behavior

Source: Processed Primary Data (2024)

Based on the table above, the test results (t statistical test) can be explained as follows:

1. The leadership style variable obtained a significant value of 0.006 or smaller than 0.05 ($0.006 < 0.05$) and obtained a Tcount value of -2.982 or greater than the Ttable value, namely 2.034 ($-2.982 > 2.034$) and obtained a coefficient value of -0.248. So it can be concluded that the leadership style variable has a negative and significant influence on counterproductive work behavior. Therefore, the hypothesis which states that leadership style has a negative and significant effect on counterproductive work behavior at PDAM Ie Beusaree Rata, Lhokseumawe City is accepted (H1 is accepted).
2. The job satisfaction variable obtained a significant value of 0.000 or smaller than 0.05 ($0.000 < 0.05$) and obtained a Tcount value of -7.309 or greater than the Ttable value, namely 2.034 ($-7.309 > 2.034$) and obtained a coefficient value of -0.615. So it can be concluded that the job satisfaction variable has a negative and significant effect on counterproductive work behavior. Therefore, the hypothesis which states that job satisfaction has a negative and significant effect on counterproductive work behavior at PDAM Ie Beusaree Rata, Lhokseumawe City is accepted (H2 is accepted).
3. The organizational justice variable obtained a significant value of 0.000 or smaller than 0.05 ($0.000 < 0.05$) and obtained a Tcount value of -5.740 or greater than the Ttable value, namely 2.034 ($-5.740 > 2.034$) and obtained a coefficient value of -0.484. So it can be concluded that organizational justice has a negative and significant effect on counterproductive work behavior. Therefore, the hypothesis which states that organizational justice has a negative and significant effect on counterproductive work behavior in PDAM Ie Beusaree Rata, Lhokseumawe City is accepted (H3 is accepted).

Discussion

The Influence of Leadership Style on Counterproductive Work Behavior

Based on the results of the research that has been carried out, it has been obtained that the validity of leadership style has a significantly smaller value than the level of significance that is used, so it can be concluded that leadership style has a significant negative influence on counterproductive work behavior. According to the analysis, the hypothesis that suggests that leadership style has a significant negative influence on counterproductive work behavior in PDAM Ie Beusaree Rata Lhokseumawe City is accepted (H1 is accepted). The leadership style possessed by each leader in a company or organization is of course different from one to another. The implementation is also different in that not all leaders appear to have adequate abilities, so this is one measure of the influence between leadership style and counterproductive work behavior.

Based on the results of the research that has been carried out, it can be seen that leadership style is one of the factors that can influence the counterproductive work behavior of employees. This is because leadership style can be calculated as one of the important elements contained in a company/organization, because leadership style can determine employee behavior at work. This hall is in line with the results of previous research conducted by Supriyanto et al., (2020) and Mekpor et al.,

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(2020). Where the results of this research show that leadership style has a negative and significant effect on counterproductive work behavior.

The Influence of the Job satisfaction on Counterproductive Work Behavior

Based on the results of the research that has been carried out, it has been obtained that the value of job satisfaction has a significantly smaller value than the level of significance that was used, so that it can be concluded that job satisfaction has a significant negative influence on counterproductive work behavior. According to the analysis, the hypothesis that suggests that job satisfaction has a significant negative influence on counterproductive work behavior in PDAM Ie Beusaree Average of Lhokseumawe City is accepted (H2 is accepted).

Based on the results of the research that has been carried out, Malkal Dalpalt knows that job satisfaction, including all factors, can influence the counterproductive work behavior of an employee in a company/organization where they work. If an employee has high job satisfaction with respect to their place of work, they often encourage these employees to avoid counterproductive work behavior. Job satisfaction essentially refers to employees' perceptions of how well their work provides things that are considered important. This hall is in line with previous research conducted by Toga et al., (2022) and Astuty et al., (2021). Where the results of this research show that the job satisfaction variable has a negative and significant effect on counterproductive work behavior.

The Effect of Organizational Justice on Counterproductive Work Behavior

Based on the results of the research that has been carried out, it has been found that the value of organizational justice has a significantly smaller value than the level of significance that is used, so that it can be concluded that organizational justice has a significant negative influence on counterproductive work behavior. According to this analysis, the hypothesis that suggests that organizational justice has a negative and significant influence on counterproductive work behavior in PDAM Ie Beusaree Rata, Lhokseumawe City is accepted (H3 is accepted). Based on the results of the research that has been carried out, it has been shown that organizational justice is one of the factors that can influence the counterproductive work behavior of an employee. When employees pay attention to the distribution of resources within an organization and the decision-making processes underlying that distribution are deemed fair, then employees' trust in the organization is likely to be strengthened. However, when they believe that a distribution or distribution procedure is unfair, employees can take action to compensate for the perceived injustice. This hall is in line with previous research conducted by Destriana et al., (2021), Adha et al., (2023) and Zakiy et al., (2022). Where the results of this research show that organizational justice has a negative effect on counterproductive work behavior. Justice in an organization greatly influences managerial decisions, perceptions of quality, the effects of justice, and the relationship between individual and situational factors and explains individual perceptions of justice in the organization. So that organizational justice felt by employees will create positive feelings in doing work, which ultimately makes employees satisfied with their work and avoids counterproductive work behavior.

CONCLUSION

Based on the results of research that has been carried out regarding the influence of leadership style, job satisfaction and organizational justice on counterproductive work behavior in PDAM Ie Beusaree Rata Lhokseumawe City employees, the conclusions in this research are as follows:

1. The global leadership style has a significant negative influence on counterproductive work behavior among PDAM Ie Beusaree Rata Lhokseumawe City employees.
2. Global job satisfaction has a significant negative influence on counterproductive work behavior among PDAM Ie Beusaree Rata Lhokseumawe City employees.

3. Global organizational justice has a significant negative influence on counterproductive work behavior among PDAM Ie Beusaree Rata Lhokseumawe City employees.

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