

The Effect of Organizational Justice, Emotional Intelligence

by Mukmin Mukmin

Submission date: 12-Oct-2022 11:09AM (UTC+0700)

Submission ID: 1923179377

File name: IJMMU_Vol_9_No_8_2022.pdf (1.22M)

Word count: 7186

Character count: 42674



The Effect of Organizational Justice, Emotional Intelligence, and Self-Esteem on Counterproductive Work Behavior Mediated by Work Stress (Study at the Ministry of Religion West Nusa Tenggara Province)

Siti Nurmalaah; Mukmin Suryatni; Siti Nurmayanti

Magister of Management, Faculty of Economics and Business, University of Mataram, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v9i8.4042>

Abstract

¹ This study aims to analyze the effect of organizational justice, emotional intelligence, and self-esteem on counterproductive work behavior mediated by employee work stress at the Ministry of Religion West Nusa Tenggara Province. This type of research is associative quantitative research. The data collection method carried out by researchers is the census method involving 114 employees. The data collection tool used in this study was a questionnaire. The data analysis uses SEM-PLS analysis. The results showed that (1) Organizational Justice negatively and significantly affected counterproductive work behavior. (2) Emotional Intelligence has a negative and significant effect on counterproductive work behavior. (3) Self-Esteem has a negative and significant effect on counterproductive work behavior. (4) Organizational justice negatively and significantly affects work stress. (5) Emotional intelligence negatively and significantly affects work stress. (6) Self-esteem has a negative and significant effect on work stress. (7) Job stress positively and significantly affects counterproductive work behavior. (8) Job stress mediates organizational justice's negative and significant effect on counterproductive work behavior. (9) Job stress mediates emotional intelligence's negative and significant influence on counterproductive work behavior. (10) Job stress mediates self-esteem's negative and significant effect on counterproductive work behavior.

Keywords: *Organizational Justice; Emotional Intelligence; Self-Esteem; Work Stress; Counterproductive Work Behavior*

Introduction

Every organization generally evaluates employee performance, including the causes for the decrease or increase in the employee's work results. The reasons are divided into two streams, on the one hand, the flow that pays attention to the interests of others or practical actions that have the potential to increase the organizational value, which is commonly called organizational citizenship behavior (OCB), and on the other hand, belongs to the flow that acts destructively or disrupts so that it can injure colleagues. Work or organization is commonly called counterproductive work behavior (Rachmawati, Putra, and Hayuningtyas, 2021). Counterproductive work behavior (CWB) creates high economic costs for the organization and psychological and social fees (Mansour and Shehadeh, 2020). In

addition, counterproductive work behavior concerns researchers because such behavior can lead to negative consequences and endanger the company's productivity (Sunargo and Hastuti, 2019).

Suroso, Gal, and Anggraeni (2020) define counterproductive work behavior as behavior carried out by employees to harm the organization and the people in it, either directly or indirectly. One of the main factors is organizational justice. Sturdy et al. (2021) proved that perception of fairness is negatively related to CWB. Therefore, Tolga (2020) points out that it is necessary to take steps such as increasing organizational justice to reduce and eliminate CWB. Meanwhile, Rachmawati, Putra, and Hayuningtyas (2021) found that distributive, procedural, interpersonal, and informational injustice did not affect CWB.

In addition to organizational justice, emotional intelligence is also seen as influencing counterproductive work behavior (CWB). Emotional intelligence plays a vital role in shaping individual performance in the workplace. If employees' dynamic intelligence increases, their deviant behavior will significantly reduce (Samanta and Kallou, 2020). Study Miao, Humphrey, and Qian (2020) show that emotional intelligence affects CWB. Riaz, Mahmood, and Shabbir (2020) also support the relationship between emotional intelligence and CWB. Meanwhile, Farrastama, Asmony, and Hermanto (2019) showed that emotional intelligence had a negative and insignificant effect on counterproductive work behavior. Finally, Samanta and Kallou (2020) explain that employees' emotional intelligence level does not affect CWB status.

Self Esteem also plays a vital role in predicting employee behavior. Self Esteem is a sense of self-worth with the average feeling about themselves in various social situations (Bai, Lin, and Wang, 2016). Bae and Kim (2018) found that Self Esteem affects counterproductive work behavior. Bai, Lin, and Wang (2016) show that Self Esteem is negatively correlated with counterproductive work behavior. Meanwhile, Ojo (2017) found no significant difference between employees with high and low self-esteem on employee work behavior.

The relationship between organizational justice, emotional intelligence, and Self Esteem with CWB can be mediated by job stress. Stress is a form of emotional and physical reaction that arises in response to demands from within or outside the organization. Emotional Intelligence can be controlled and create a fair organizational environment, so it can minimize work stress so that if work stress is low, the possibility of employees doing CWB will be low (Farrastama, Asmony, and Hermanto, 2019). Bae and Kim (2018) found that higher Self Esteem tends to reduce work stress, thus avoiding counterproductive work behavior. Meanwhile, Supriyati et al. (2020) said that work stress had no significant effect on counterproductive work behavior.

The existence of a research gap from the results of previous studies motivates researchers to research the effect of organizational justice, emotional intelligence, and Self Esteem to Counterproductive work behavior (CWB) with mediated work stress. This research was conducted at the Ministry of Religion West Nusa Tenggara Province.

Literature Review

Counterproductive Work Behavior

Organizational behavior is a field of study that invests in the influence of individuals, groups, and structures on behavior within organizations to apply knowledge to increase organizational effectiveness (Robbins and Judge, 2017). For example, counterproductive Work Behavior (CWB) is a behavior that endangers employees and the company (Kreitner and Kinicki, 2014:176).

CWB is defined as behavior that is contrary to the organization's interests, is illegitimate, and has the potential to harm individuals and organizations (Suyasa et al., 2020). Interpersonal counterproductive work behavior is a person's work behavior with other people at work that violates written or unwritten rules and norms so that it has the potential to harm members and the organization in achieving goals (Supriadi, 2020).

The factors that influence counterproductive work behavior (Siagian, 2014: 54) include genetic factors, environmental factors, education factors, experience factors. Indicators of Counterproductive Work Behaviors follow (Anderson, 2005:147): property deviation, production deviation, political deviance, personal aggression,

Justice

Equity theory is a theory better known as the balance theory or justice theory developed by Stacy Adam. Equity theory states that individuals will compare the inputs and outcomes of work with others, then respond to eliminate injustice. Organizational injustice can lead to deviant workplace behavior (Robbins and Judge, 2017:245). According to Thomas Hobbes, justice is an act that can be considered fair if it has been based on an agreed agreement. Therefore, justice or a new sense of justice can be achieved when there is an agreement between the two parties who promise (Nasution, 2017).

The theory of justice was developed to explain employee attitudes and behavior. It leads to a research area called organizational justice (Kreitner and Kinicki, 2014). Therefore, organizational justice in an agency is fundamental to avoiding counterproductive work behavior (CWB) by employees. Organizational fairness reflects a person's acceptance of being treated fairly at work (Kreitner and Kinicki, 2014). However, Suyasa et al. (2020) argue that individuals may feel mistreated, even though the individual is present in the decision-making process and gets the appropriate value.

The feeling of being mistreated can occur because the decision-making authority rejects the individual's opinion, and the individual feels that they do not get an explanation for the refusal. According to Greenberg and Colquitt (2013), organizational justice is center on the impact of managerial decision-making, perceived quality, effects of justice, and the relationship between individual and situational factors. It explains individual perceptions of fairness in organizations.

Gibson et al. (2012:179) define organizational justice as the degree to which an individual feels treated equally in the organization where he works. The indicators of organizational justice used are as follows (Kreitner and Kinicki, 2014):

- a. Distributive justice, perceived justice in terms of the distribution of resources and rewards.
- b. Procedural fairness, perceived fairness in the processes and procedures used to make distribution decisions.
- c. Interactional justice includes people who feel treated as not fair when procedures are implemented.

1 Emotional Intelligence

Emotional intelligence is the ability to engage in relationships maturely and constructively (Kreitner and Kinicki, 2014). Meanwhile, according to Robbins and Judge (2017), Emotional intelligence is a person's ability to assess emotions in oneself and others, understand the meaning of emotions, and regulate one's emotions regularly in a pilot model. Therefore, people who know their own emotions and are good at reading emotional cues, such as knowing why they are angry and how to express themselves without breaking the norm, are more effective.

⁸ Mubayidh (2006) states that emotional intelligence as social intelligence is related to the individual's ability to monitor both his own emotions and the emotions of others. This ability is used to direct the pattern of thought and behavior. Shapiro (2003) defines emotional intelligence as a set of mental functions that involve the ability to monitor the intensity of feelings of oneself and others.

⁸ Goleman (2021:56) reveals five indicators of emotional intelligence that can guide individuals to achieve success: self-awareness, self-regulation, motivation, recognizing other people's emotions, and social skills.

Self Esteem

Self Esteem believes in overcoming life's challenges (Branden, 2011). Self Esteem is the overall assessment of ourselves (Engels, 2011). Meanwhile, according to Branden (2021), self-esteem is a strong force within us. It includes more than an innate sense of self-worth which may be a human right but seeking to cooperate with us. Dariuszky (2004) suggests Self Esteem is a person's assessment that he can face life's challenges and find happiness.

Mapiarre (2006) associates Self Esteem with a person's self-concept depending on himself and how he views his life. People with healthy Self Esteem are usually able to respect themselves and control their behavior in the work environment to minimize the occurrence of counterproductive work behavior.

Dariyo (2007) suggests that the Self Esteem of each individual generally includes 3 (three) aspects, namely:

- a. Physically Self Esteem the attitude of a person to be able to respect himself based on his assessment of the characteristics of his body.
- b. Performance Self Esteem the attitude of a person can appreciate the experience of past work performance.
- c. Social Self Esteem It is a person's attitude to be able to respect the assessment of others towards him.

Work Stress

Stress can negatively impact organizational behavior and employee health (Kreitner and Kinicki, 2014). According to Robbins and Judge (2017), Stress is a condition of confronting opportunities, demands, or resources that individuals want with uncertainty. In addition, Mangkunegara (2013) suggests that Stress is a feeling of pressure experienced by employees in dealing with work.

¹⁷ Hasibuan (2013) states that work stress is a condition of tension that affects a person's emotions, thought processes, and requirements. Gibson et al. (2012) define job stress as an adjustment response mediated by individual differences resulting from each action. According to Robbins and Judge (2017), factors that affect work stress are environmental, organizational, and personal characteristics. According to (Hasibuan, 2013), work stress has five indicators: conflict, communication, working time, leadership attitude, and workload.

Conceptual Framework

The conceptual framework in this study is described as follows:

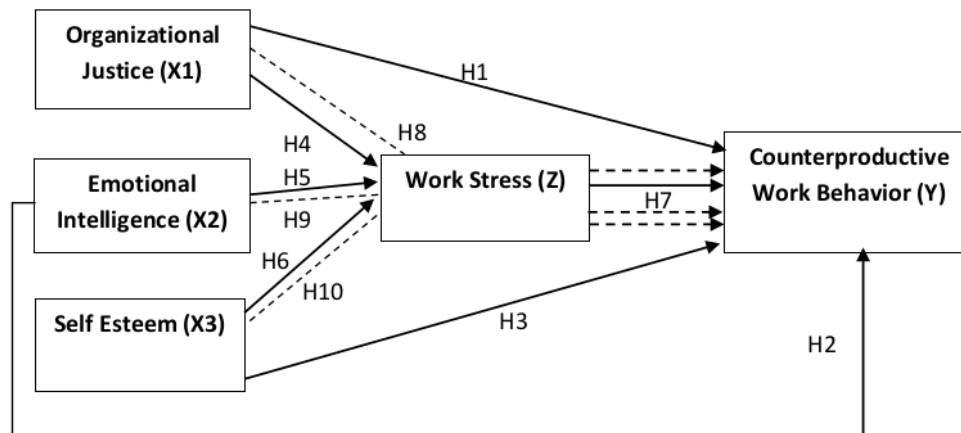


Figure 1. Conceptual Framework

Based on the conceptual framework above, the researcher proposes the following hypothesis:

H1: Organizational justice impacts on counterproductive work behavior (CWB). H2: Emotional intelligence impacts on counterproductive work behavior (CWB). H3: Self-esteem impacts on counterproductive work behavior (CWB).

H4: Organizational justice impacts on work stress.

H5: Emotional intelligence impacts work stress. H6: Self-esteem impact on work stress.

H7: Job stress significantly affects counterproductive work behavior (CWB).

H8: Work Stress mediates the effect of organizational justice on counterproductive work behavior (CWB).

H9: Work Stress mediates the influence of emotional intelligence on counterproductive work behavior (CWB).

H10: Work Stress mediates the effect of self-esteem on counterproductive work behavior (CWB) State Civil Apparatus (ASN).

Methods

This type of research is descriptive and quantitative. The descriptive analysis seeks to describe research activities to systematically explain the parts and phenomena and their relationships using mathematical models, theories, and hypotheses related to research (Sugiyono, 2019). Respondents in this study were all State Civil Apparatus at the Ministry of Religion West Nusa Tenggara Province, as many as 114 people. The research sample was conducted using a saturated sampling technique. Sugiyono (2019) says that saturated sampling is a sampling technique when all population members are used as samples. Data collection tool with Questionnaire. The Questionnaire used to measure the CWB of the State Civil Apparatus the Ministry of Religion West Nusa Tenggara Province was sourced from Anderson (2005). measurement of organizational justice comes from Kreitner and Kinicki (2014). The measure of emotional intelligence comes from Goleman (2021). The measure of Self Esteem comes from Dariyo (2007). Measurement of Work Stress comes from Robbins and Judge (2017).

This study uses the Partial Least Squares (PLS) method for data analysis. The PLS method aims to estimate and analyze the dependent variable from the independent variables. In this case, PLS reduces the dimensions of the independent variables by forming new, linear combinations of independent variables with smaller sizes (Abdi, 2010). PLS analysis is used following the problems studied; the

condition of the number of samples is not significant and does not require normality requirements and other conditions that are strict following various parameters and statistical approaches (Ghozali, 2011).

Results

Partial Least Square SEM Analysis

Referring to the criteria set by Hair et al. (2013) in Ibrahim (2017), indicators with a loading value of less than 0.5 will drop from the analysis.

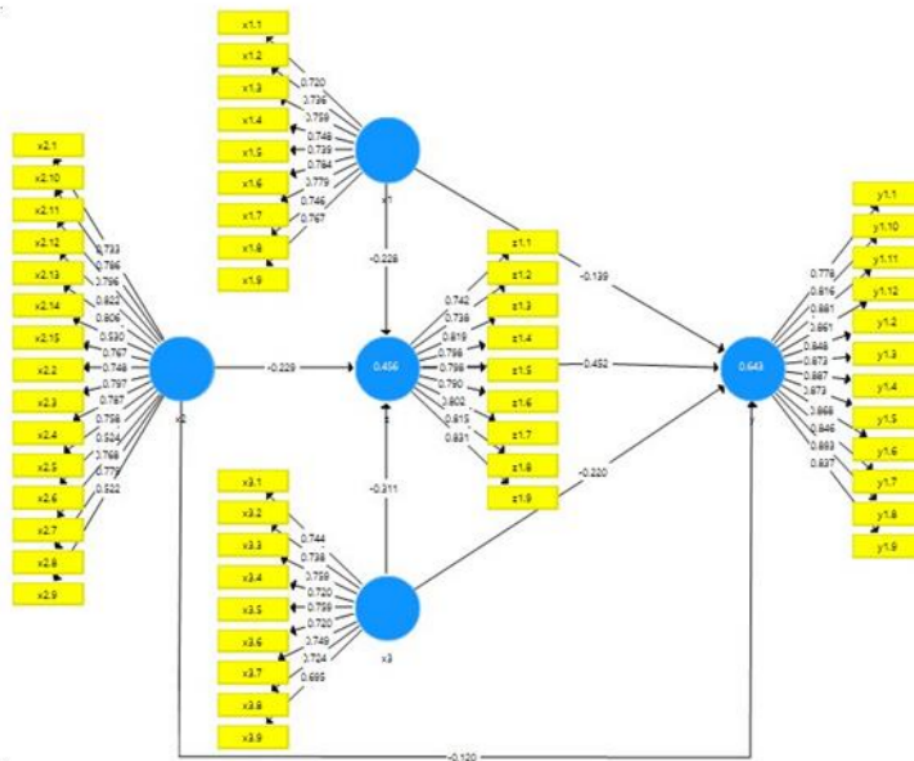


Figure 2. Modeling Path Diagram and Outer Loading Values

Based on the external loadings table above, it can be seen that the items from the Variables of Organizational Justice, Emotional Intelligence, Self Esteem, Job Stress, and Counterproductive Work Behavior have a loading value of more than 0.5. Therefore, it shows that all indicators used are valid.

Composite Reliability Test

The composite reliability test can be seen from the Cronbach's Alpha and Composite Reliability values. A construct is said to be reliable if it has a Cronbach's Alpha value > 0.60 and a Composite Reliability value > 0.70. The results of the composite reliability test can be seen in the following table:

Table 1. Construct Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Organizational Justice (X1)	0.905	0.922	Reliable
Emotional Intelligence (X2)	0.937	0.945	Reliable
Self Esteem (X3)	0.893	0.913	Reliable
Counterproductive Behavior (Y)	Work 0.967	0.970	Reliable
Work Stress (Z)	0.926	0.938	Reliable

The table above shows that the Cronbach's Alpha value is > 0.60 , and the Composite Reliability value for each research variable is > 0.70 . So it concluded that the overall variables in the study are organizational Justice, Emotional Intelligence, Self Esteem, Job Stress, and Counterproductive Work Behavior Are Reliable.

Predictive Relevance

Predictive relevance, namely measuring how well the observed values are generated by the model and also the parameter estimates.

Table 2. R Square

Dependent Variable	R Square
Counterproductive Work Behavior (Y)	0.643
Work Stress (Z)	0.456

Based on the value of R Square above, the value of Q Square (Q²) can be calculated. Q-Square predictive relevance for structural models, measuring how well the conservation values are generated by the model and also the estimated parameters. Q-square value > 0 indicates the model has predictive relevance; conversely, if the value of Q-Square 0 shows the model lacks predictive relevance (Hair et al., 2013). The formula does the q-Square calculation:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$$

With $R_1^2, R_2^2, R_p^2 \dots$ R is the R-square of the endogenous variable in the equation model. The value of determination (Q²) generated as a result of the evaluation of this research model is 0.806, eaning that the diversity of data can be explained by the model of the Effect of Organizational Justice, Emotional Intelligence, and Self-Esteem on Counterproductive Work Behavior Mediated by Work Stress at the Ministry of Religion West Nusa Tenggara Province was 80.6%. While the rest is explained by other variables from outside the model that was not included in this research model.

Hypothesis Test

It tests the research hypothesis by looking at the path coefficient and p-value with a 95% confidence level (alpha 5%). If the p-value is lower than alpha 5%/0.05, it states that the hypothesis is acceptable.

Table 3. Structural Model

Relationship Between Variables	Path Coefficient	T-Statistics	P-Values	Hypothesis
Organizational Justice (X1) → Counterproductive Work Behavior (Y)	-0.139	2.129	0.034	Received
Organizational Justice (X1) → Job Stress (Z)	-0.228	2.312	0.021	Received
Emotional Intelligence (X2) → Counterproductive Work Behavior (Y)	-0.120	2.045	0.041	Received
Emotional Intelligence (X2) → Work Stress (Z)	-0.229	2.435	0.015	Received
Self Esteem (X3) → Counterproductive Work Behavior (Y)	-0.220	2.656	0.008	Received
Self Esteem (X3) → Work Stress (Z)	-0.311	2.739	0.006	Received
Job Stress (Z) → Counterproductive Work Behavior (Y)	0.452	3.969	0.000	Received
Organizational Justice (X1) → Job Stress (Z) → Counterproductive Work Behavior (Y)	-0.103	1.991	0.047	Received
Emotional Intelligence (X2) → Job Stress (Z) → Counterproductive Work Behavior (Y)	-0.103	2.046	0.041	Received
Self Esteem (X3) → Job Stress (Z) → Counterproductive Work Behavior (Y)	-0.141	2.118	0.035	Received

The first to tenth hypotheses are entirely acceptable. It is because every p-value for each relationship between variables is below the value of = 0.05.

Discussion

The Effect of Organizational Justice on Counterproductive Work Behavior

The results show that organizational justice negatively and significantly affects counterproductive work behavior at the Ministry of Religion West Nusa Tenggara Province. It means that the higher the organizational justice perceived by the employee at the Ministry of Religion West Nusa Tenggara Province, the lower the employee's counterproductive work behavior. On the other hand, the lower the organizational justice of employees at the Ministry of Religion West Nusa Tenggara Province, the higher their counterproductive work behavior.

This finding is in line with the theory of justice put forward by Rachmawati, Putra, and Hayuningtyas (2021), which explains that organizational justice is needed so that employees receive fair treatment in the workplace to produce good work results for organizational performance. Likewise, appropriate procedures in organizations make future resource achievements more predictable and consistent, thereby providing time and energy for employees for personal or community life (Mehmood, Nadarajah, and Akhtar, 2021).

This study's results align with the research results of Carpenter, Whitman, and Amrhein (2021), which prove that organizational justice is negatively related to CWB. Likewise, the results of Tolga's research (2020) show that increasing organizational justice can reduce and eliminate CWB. Finally, Sunargo and Hastuti (2019) also show that the injustice of political organizations has a positive and significant effect on counterproductive work behavior.

The Effect of Emotional Intelligence on Counterproductive Work Behavior

The results show that emotional intelligence negatively and significantly affects counterproductive work behavior at the Ministry of Religion West Nusa Tenggara Province. It means that the higher the emotional intelligence felt by the employee at the Ministry of Religion West Nusa Tenggara Province, the lower the employee's counterproductive work behavior. On the other hand, the lower the emotional intelligence of employees at the Ministry of Religion West Nusa Tenggara Province, the higher their counterproductive work behavior.

The study results follow the theoretical concept put forward by Miao, Humphrey, and Qian (2020), which states that people with high emotional intelligence are good at understanding and managing their emotions so that counterproductive work behavior can be avoided.

The results of this study are also in line with the results of research by Riaz, Mahmood, and Shabbir (2020); Miao, Humphrey, and Qian (2020); Ehigie and Hameed (2020); Susanti and Alwansyah (2021), who showed that emotional intelligence affected CWB.

The Effect of Self Esteem on Counterproductive Work Behavior

The study's results showed that Self Esteem significantly affected counterproductive work behavior. That is, the higher the Self Esteem perceived by employees at the Ministry of Religion West Nusa Tenggara Province, the lower the employee's counterproductive work behavior. On the other hand, the lower the Self Esteem of Employees at the Ministry of Religion West Nusa Tenggara Province, the higher their counterproductive work behavior.

The results of this study are in line with the theory that explains that Self Esteem or self-esteem plays a vital role in predicting employee attitudes and behavior. Self-esteem refers to self-respect and worth. Therefore, individuals with solid self-esteem have positive attitudes towards life (Riaz, Mahmood, and Shabbir, 2020).

This study's results align with the results of research by Bae and Kim (2018), which found that higher Self Esteem tends to reduce work stress, thus avoiding counterproductive work behavior.

The Effect of Organizational Justice on Work Stress

The results showed that organizational justice negatively and significantly affects work stress. That is, the higher the organizational justice perceived by the employee, the lower the employee's work stress. On the other hand, the lower the organizational justice of the employees, the higher their work stress.

The results of this study follow the theory put forward by Robbins and Judge (2017:429), which states that one of the causes of work stress is the desire for organizational justice. So, if a fair corporate environment is created in an agency, it can minimize the work stress experienced by employees (Farrastama, Asmony, and Hermanto, 2019).

In work adjustment theory, the individual's adjustment to the work environment can be described as mutual responsiveness. To conclude a state of correspondence, it is necessary to describe the individual and the environment fairly. The level of work stress at a specific time will be determined by the discrepancy between the employee's perspective and his work environment, namely his direct supervisor, as a case of injustice (Tziner and Sharoni, 2014).

This study's results align with Lambert et al. (2019) and Top and Tekingunduz (2018), who found that organizational justice affects work stress.

1 **The Effect of Emotional Intelligence on Work Stress**

The study results show that emotional intelligence negatively and significantly affects work stress at the Ministry of Religion West Nusa Tenggara Province. The higher the emotional intelligence the employee feels, the lower the employee's work stress. On the other hand, the lower the emotional intelligence of employees, the higher their work stress.

This study's results align with the theory put forward by Miao, Humphrey, and Qian (2020); they said that understanding and managing one's emotions and the feelings of other workers would certainly reduce work stress levels and consequently would lead to smooth. This study considers emotional intelligence a trait that helps minimize individual stress (Shukla and Srivastava, 2016). When emotional intelligence can be controlled, it can reduce work stress to be low (Farrastama, Asmony, and Hermanto, 2019).

This study's results align with the research of Farrastama, Asmony, and Hermanto (2019), which states that emotional intelligence affects work stress. In addition, Rakhshani, Motlagh, Beigi, Rahimkhanli, and Rashki (2018) show that emotional intelligence affects work stress.

The Effect of Self-Esteem on Work Stress

The results showed that self-esteem positively and significantly affects job stress. That is, the higher the Self Esteem felt by employees at the Ministry of Religion West Nusa Tenggara Province, the higher the employee's work stress. On the other hand, the lower the Self Esteem of Employees at the Ministry of Religion West Nusa Tenggara Province, the lower their work stress.

This study's results align with the theory of Riaz, Mahmood, and Shabbir (2020), which says that higher Self Esteem tends to reduce work stress. High Self Esteem often involves one with positive behavior consistent with a positive evaluation of oneself. In turn, individuals with low self-esteem tend to engage in harmful behaviors related to their self-image that can increase job stress (Abas et al., 2015).

This study's results align with Bae and Kim (2018), who state that Self Esteem affects work stress. Job stress can be conceptualized as a negative mental state caused by dynamic interactions between individuals and the work environment. Self-esteem can be increased through assessment of others, social comparisons, and self-attribution, so it is necessary to increase employee self-esteem by actively carrying out self-esteem training.

The Effect of Job Stress on Counterproductive Work Behavior

The results showed that Work Stress positively and significantly affects counterproductive work behavior. It means if the work stress is high, then the counterproductive work behavior is also high; otherwise, if the work stress is low, then the counterproductive work behavior will also be standard.

This study's results align with Gibson et al. (2012). High work stress can affect the occurrence of counterproductive work behavior. CWB is behavior that goes beyond the boundaries of official employment, and it robs workers of many of the resources they need to fulfill formal jobs. As a result, workers have fewer resources to devote to routine tasks, which increases feelings of stress (Tziner and Sharoni, 2014). The results of this study are in line with Farrastama, Asmony, and Hermanto (2019), who stated that work stress affects counterproductive work behavior.

The Effect of Organizational Justice on Counterproductive Work Behavior mediated by Job Stress

9 The study's results indicate that organizational justice negatively and significantly affects counterproductive work behavior through work stress as a mediating variable. That is, the higher the work stress, the lower the influence of organizational justice on employee counterproductive work behavior. On

the other hand, the lower the work stress, the stronger the impact of organizational justice on the counterproductive work behavior of the Ministry of Religion West Nusa Tenggara Province.

The results of this study are in line with equity theory which states that individuals will compare the inputs and results of their work with others. Then respond to eliminate injustice. HR policies and practices, including organizational injustice (organizational injustice), can lead to deviant workplace behavior (Robbins and Judge, 2017). Therefore, organizational justice is needed to control all negative employee behavior, one of which is minimizing work stress that can arise from unfair treatment by the organization. According to Wirawan (2015), when workers are given a rational and fair explanation, the negative effect on work stress will decrease and can indirectly reduce counterproductive work behavior.

The results of this study are in line with those of Carpenter, Whitman, and Amrhein (2021), Tolga (2020), Sunargo and Hastuti (2019), and Nnaebue et al. (2020), which prove that organizational justice affects counterproductive work behavior. These researchers established that counterproductive work behavior could be reduced as the organization's justice system improved. The research findings reveal the organizational justice dimension's negative and significant predictive impact on counterproductive work behavior. Maintenance of organizational justice leads to the reduction of counterproductive work behavior among Employees.

The Effect of Emotional Intelligence on Counterproductive Work Behavior mediated by Job Stress

The results showed that Emotional Intelligence had a negative and significant effect on Counterproductive Work Behavior through Job Stress as a mediating variable. That is, the higher the work stress, the lower the influence of emotional intelligence on employee counterproductive work behavior. On the other hand, the lower the work stress, the stronger the impact of emotional intelligence on the counterproductive work behavior of the Ministry of Religion West Nusa Tenggara Province.

This study's results align with the theory put forward by Goleman (2021:48), which says that Emotional Intelligence is a person's ability to manage these emotions. If it is associated with someone who has good emotional intelligence, it can avoid stress on that person. Emotionally intelligent employees are flexibly optimistic about shifting their attention from fault-finding to conflict resolution (Navas and Vijayakumar, 2018). So, a person's high emotional intelligence will directly reduce work stress. With low work stress, an employee can also have a low level of CWB (Farrastama, Asmony, and Hermanto, 2019).

The results of this study are also in line with the results of research by Riaz, Mahmood, and Shabbir (2020); Miao, Humphrey, and Qian (2020); Ehigie and Hameed (2020); Susanti and Alwansyah (2021), who showed that emotional intelligence affected CWB. The results of this study are also in line with Farrastama, Asmony, and Hermanto (2019), who showed that job stress successfully mediates the effect of emotional intelligence on counterproductive work behavior.

The Effect of Self-Esteem on Counterproductive Work Behavior mediated by Job Stress

The results show that Self Esteem has a negative and significant effect on counterproductive work behavior through work stress as a mediating variable. The higher the work stress, the lower the impact of Self Esteem on employee counterproductive work behavior. On the other hand, the lower the work stress, the higher the influence of Self Esteem on the counterproductive work behavior of the Ministry of Religion West Nusa Tenggara Province.

The results of this study are in line with the theory presented by Branden (2021:8) that someone who has reasonably strong Self Esteem can avoid work stress because they can appreciate whatever they have done and have a more positive attitude towards life (Riaz, Mahmood, and Shabbir, 2020). So with

Self Esteem that someone has, it will directly reduce work stress levels. With low work stress, an employee can also have a low level of CWB.

This study's results align with Bae and Kim's (2018) research, which found that higher Self Esteem tends to reduce work stress and ultimately minimize counterproductive work behavior.

Conclusion

From the results of the research and discussion above, the conclusions the research that can be drawn are:

1. Organizational justice has a negative and significant effect on counterproductive work behavior.
2. Emotional Intelligence has a negative and significant effect on counterproductive work behavior.
3. Self Esteem has a negative and significant effect on counterproductive work behavior.
4. Organizational justice has a negative and significant effect on job stress.
5. Emotional intelligence has a negative and significant effect on job stress.
6. Self Esteem has a negative and significant effect on work stress.
7. Job stress positively and significantly affects counterproductive work behavior.
8. Job stress mediates organizational justice's negative and significant effect on counterproductive work behavior.
9. Job stress mediates emotional intelligence's negative and significant influence on counterproductive work behavior.
10. Job stress mediates the negative and significant effect of Self Esteem on counterproductive work behavior.

Limitations and Future Research Directions

1. Research respondents were limited to a sample of employees at the Ministry of Religion West Nusa Tenggara Province. This research will likely show different results if applied to agencies because they have different organizational cultures. Therefore, future researchers can add research samples to employees at the Ministry of Religion West Nusa Tenggara Province by adding units below it, such as at the district and city levels.
2. The Influence of Organizational Justice, Emotional Intelligence, and Self Esteem on Counterproductive Work Behavior Mediated by Job Stress in the Ministry of Religion West Nusa Tenggara Province has a predictive relevance of 80%. This predictor variable is closely related to the Counterproductive Work Behavior variable. For future researchers, these predictor variables can be replaced, primarily associated with mediating variables. In addition, the mediation variable can be replaced with other variables such as job satisfaction so that a careful mediation direction is a direction that can reduce counterproductive work behavior.
3. This research can be developed by adding open-ended questions for each question item on the questionnaire. It aims to obtain more accurate information by filling honestly, enriching research data on Organizational Justice, Emotional Intelligence, Self Esteem, work stress, and Counterproductive Work Behavior.

References

- Agus, S. M. (2014). *Law, Morals, & Justice: A Study of Philosophy*. Jakarta: Kencana.
- Anderson, N. (2005). *Handbook of Industrial, Work, and Organizational Psychology, Vol 1*. London: Sage.
- Bae, S. Y., & Kim, S. H. (2018). Analysis of the concurrent influence of organizational justice, self-esteem, and self-efficacy on occupational stress among some regional general hospital administrative staff. *Journal of Digital Convergence*, 16(5), 309-315.
- Bai, Q., Lin, W., & Wang, L. (2016). Family incivility and counterproductive work behavior: A moderated mediation model of Self Esteem and emotional regulation. *Journal of Vocational Behavior*, 94, 11-19.
- Branden, N. (2011). *The six pillars of Self Esteem*. Bantam Doubleday Dell Publishing Group Incorporated.
- Branden, N. (2021). *The power of Self Esteem*. Health Communications, Inc.
- Carpenter, N. C., Whitman, D. S., & Amrhein, R. (2021). Unit-level counterproductive work behavior (CWB): A conceptual review and quantitative summary. *Journal of Management*, 47(6), 1498-1527.
- Dariuszky, G. (2004). *Build self-esteem*. Bandung: CV. Pioneer Jaya.
- Dario, Agoes. (2007). *Developmental Psychology of the First Three Years of Childhood*. Bandung: PT. Aditama Refika.
- Ehigie, B. O., & Sholola Hameed, A. (2020). Emotional Intelligence and Organizational Constraints Predict Counterproductive Work Behavior Among Teachers in Abeokuta Metropolis, Ogun State. *International Journal of Scientific and Research Publications*, 10(6), 90-101.
- Engel, B. (2011). *Healing your emotional self: A powerful program to help you raise your Self Esteem, quiet your inner critic, and overcome your shame*. John Wiley & Sons.
- Farrastama, D. N., Asmony, T., & Hermanto, H. (2019). Effect of emotional intelligence on counterproductive work behavior with job Stress as an intervening variable: Study on civil servants in Mataram city. *International Journal of Social Sciences and Humanities*, 3(1), 14- 25.
- Ghozali, I., & Latan, H. (2015). *Concepts, techniques, and applications using the Smart PLS 3.0 Program*. Semarang: Diponegoro University Publishing Agency.
- Gibson, J. L., Donnelly, J. H., Ivancevich, J. M., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes*. Singapore: McGraw Hill.
- Goleman, D. (2021). *Emotional intelligence (emotional intelligence)*. Jakarta: Public Library Gramedia.
- Greenberg, J., & Colquitt, J. A. (2013). *Handbook of organizational justice*. Psychology Press.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results, and Higher Acceptance. *Long Range Planning* 46(1-2), 1-12. DOI: 10.1016/j.lrp.2013.08.016
- Hasibuan, M. (2013). *Human Resource Management. Revised Edition*. Jakarta: Earth Literacy.

- John, R. (2011). *A Theory of Justice": The Basics of Political Philosophy to Realize Social Welfare in the State*. Yogyakarta: Student Library.
- Karli, I., & Irwanto, I. (2017). Preparation of Sfbt Counseling to Overcome Work Stress on Gerontic Nurses at X. Sozio Conceptia Nursing Homes, 6(2), 167-184.
- Kreitner, R., & Kinicki, A. (2014). *Organizational Behavior, 9th Edition, Book 1*. Jakarta: Salemba Empat.
- Lengkana, A. S., Suherman, A., Saptani, E., & Nugraha, R. G. (2020). Parental Social Support and Self Esteem (Research on the Sumedang Regency Team at the West Java O2SN Event). *JOSSAE (Journal of Sport Science and Education)*, 5(1), 1-11.
- Mahmood, Z., Alonazi, W. B., Baloch, M. A., & Lodhi, R. N. (2021). The dark triad and counterproductive work behaviors: A multiple mediation analysis. *Economic Research- Ekonomska Istraživanja*, 1-22.
- Malhotra, K. Naresh. (2014). *Applied Approach Marketing Research*. Jakarta: PT. Gramedia Group Index.
- Mangkunegara, A. P. (2013). *Company Human Resources Management*. Bandung: PT Pemuda Rosdakarya.
- Mansour, M. H., & Shehadeh, H. K. (2020). The Impact of Talent Management (TM) on Counterproductive Work Behaviors (CWB) in Industrial Companies in Jordan. *International Journal of Business and Management*, 15(7).
- Mapiarre, Andi. (2006). *Dictionary of Counseling and Therapeutic Terms*. Jakarta: PT. King Grafindo Persada.
- Mehmood, S. A., Nadarajah, D., & Akhtar, M. S. (2021). How community embeddedness of public sector employees is formed by organizational justice and leads to counterproductive work behavior. *Public Organization Review*, 1-20.
- Miao, C., Humphrey, R. H., & Qian, S. (2020). The cross-cultural moderators of the influence of emotional intelligence on organizational citizenship behavior and counterproductive work behavior. *Human Resource Development Quarterly*, 31(2), 213-233.
- Minibas-Poussard, J., Le Roy, J., & Erkmen, T. (2017). The moderating role of individual variables in the relationship between organizational justice and organizational commitment. *Personnel Review*.
- Mubayidh, M. (2006). *Children's Emotional Intelligence & Health*. Jakarta: Pustaka al-Kautsar.
- Nasution, M. S. A. (2017). *Law in Philosophical Approach, Ctk. Second*. Jakarta: Kencana.
- Nnaebue, C. I., Etodike, C. E., Nwangwu, N. I., & Ibenyenwa, M. C. (2020). Counterproductive Work Behavior: The Role of Work Overload and Organizational Justice Dimensions among Employees in Nigeria Private Sector Organizations. *Journal of Academic Research in Business and Social Sciences*, 10(11), 1305-1317.
- Ojo, A. A. E. (2017). Organizational justice and Self Esteem as predictors of organizational citizenship behavior. *IFE PsychologyIA: An International Journal*, 25(2), 32-46. <https://journals.co.za/doi/abs/10.10520/EJC-b2793ad10>.

- Rachmawati, L., Putra, H. B., & Hayuningtyas, K. A. (2021). The Effect of Work-Family Conflict and Organizational Injustice on Counterproductive Work Behavior (CWB) with Negative Affectivity as a Moderating Variable. *Management Insight: Scientific Journal of Management*, 16(1), 45-60.
- Raharjo, D. C., & Witiastuti, R. (2016). The Effect of Transformational Leadership on Job Engagement through Organizational Justice as a Mediation Variable. *Management Analysis Journal*, 5(4).
- Rangkuti, S. H., & Zakaria, R. (2018). Identifying the Suitability of the Characteristics of Generation Y and Organizational Culture on Deviant Workplace Behavior at PT. A B C. *Performance: Industrial Engineering Scientific Media*, 17(2).
- Riaz, A., Mahmood, S., & Shabbir, J. (2020). Examining the Relationship between Emotional Intelligence and Counterproductive Work Behavior: A Moderated Mediated Model. *Journal of Management and Research*, 7(2), 252-287.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*, sixteenth edition. Jakarta: Four Salemba.
- Samanta, I., & Kallou, S. (2020). The role of emotional intelligence in counterproductive work behavior. *European Business & Management*, 6(2), 20.
- Setyaningrum, R., Utami, H. N., & Ruhana, I. (2016). The effect of emotional intelligence on performance (Study on employees of PT. Jasa maharaja east java branch). *Journal of Business Administration (JAB)*, Vol. 36, No. 1.
- Shapiro, L. E. (2003). *Teaching emotional intelligence to children*. Jakarta: Gramedia.
- Siagian, Sondang, P. (2014). *Organizational and Administrative Behavior*. Jakarta: Mount Agung.
- Solihin, M., & Ratmono, D. (2014). *SEM-PLS analysis with WarpPLS 3.0 for non-linear relationships for social and business research*. Yogyakarta: AndiPublisher.
- Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.
- Sunargo, S., & Hastuti, D. (2019). Overcoming counterproductive work behavior through the integrative role of organizational politics and emotional intelligence in the era of the industrial revolution 4.0. *Journal of the Paradigm of Economics*, 14(2), 45-54.
- Supriadi. (2020). *Counterproductive Cultural Behavior*. Medan: University of North Sumatra.
- Supriyati, S., Cahya, A. I., Yeni, M., & Roni, K. A. (2020). The Effect of Distributive Justice and Work Stress on Counterproductive Work Behavior of PDAM Pancuran Telago Employees, Bungo Regency. *Journal of Social Administration and Humanities*, 3(3), 100-111.
- Suroso, A., Gal, T., & Anggraeni, A. I. (2020). Work Stress and Counterproductive Work Behavior. *Work Stress*, 14(12).
- Susanti, E., & Alwansyah, A. A. (2021). The relationship between counterproductive work behavior and emotional intelligence among pest control employees. *Journal of Service Management and Marketing*, 14(1), 95-108.
- Suyasa, P. T. Y., Sari, E., Putra, I. R. P., & Psi, S. (2020). *Understanding Counterproductive Work Behavior*. Yogyakarta: Andi.
- Tolga, B. A. L. (2020). The Role of Organizational Cynicism as a Mediator in the Relationship Between Perceived Organizational Support and Counterproductive Work Behavior for Public Employees. *SGD-Sosyal Güvenlik Dergisi*, 10(1), 145-164.

Hero. (2015). *Human Resource Management: Theory, Psychology, Employment Law, Applications and Research: Applications in Business Organizations, Government and Education*. Jakarta: PT Raja Grafindo Persada.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).

The Effect of Organizational Justice, Emotional Intelligence

ORIGINALITY REPORT

17%

SIMILARITY INDEX

14%

INTERNET SOURCES

9%

PUBLICATIONS

9%

STUDENT PAPERS

PRIMARY SOURCES

1	www.ijrrjournal.com Internet Source	2%
2	Submitted to Universitas Mataram Student Paper	2%
3	Submitted to Applied Science University Student Paper	2%
4	A.A. Ngurah Davin Egatriyana, Desak Ketut Sintaasih. "The Role of Job Stress Mediates the Effect of Democratic Leadership Style and Workload on Bank Employee Performance", European Journal of Business and Management Research, 2022 Publication	1%
5	Submitted to Southern New Hampshire University - Distance Education Student Paper	1%
6	repository.fe.unj.ac.id Internet Source	1%
7	repository.ut.ac.id Internet Source	1%

8	jurnal.ar-raniry.ac.id Internet Source	1 %
9	sloap.org Internet Source	1 %
10	Hasbiyadi Hasbiyadi. "Improving The Organizational Performance Through Work Motivation, Satisfaction and Productivity", JURNAL MANAJEMEN BISNIS, 2021 Publication	1 %
11	Submitted to Aston University Student Paper	1 %
12	eudl.eu Internet Source	1 %
13	ojs.umt.edu.pk Internet Source	1 %
14	openaccess.ihu.edu.tr Internet Source	1 %
15	library.oapen.org Internet Source	1 %
16	Hoe-Chang Yang, Yoon-Hwang Ju, Young-Chul Lee. "Effects of job stress on self-esteem, job satisfaction, and turnover intention", Journal of Transnational Management, 2016 Publication	1 %
17	Submitted to University of Portsmouth Student Paper	1 %

1 %

18

journal.unnes.ac.id
Internet Source

<1 %

Exclude quotes On

Exclude matches < 25 words

Exclude bibliography On

The Effect of Organizational Justice, Emotional Intelligence

GRADEMARK REPORT

FINAL GRADE

/0

GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15

PAGE 16