

Emotional Intelligence and Organizational Justice towards Counterproductive Work Behavior

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Abstrack

Counterproductive work behavior is a common phenomenon that is a problem in human resources, employee behavior itself is a topic that is interested in research because behavior itself can influence the success of an organization in achieving predetermined goals This research aims to determine the Influence of emotional intelligence and organizational justice towards counterproductive work behavior. This is a quantitative research type. The research subjects involved account officer employees. The research data sources were from primary data and secondary data. Primary data was observed using a questionnaire (Google form), while secondary data was from employee data, books, and scientific journals. The research results reveal that a significant influence between emotional intelligence and organizational justice on counterproductive work behavior was found, seen from R square, namely 0.543 or 54.3% and the rest was influenced by other variables.

Keywords: emotional intelligence, organizational justice, work behavior, counterproductive

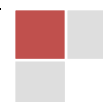
Abstrak

Perilaku kerja kontraproduktif merupakan fenomena umum yang menjadi masalah dalam sumber daya manusia, perilaku karyawan sendiri merupakan topik yang diminati dalam penelitian karena perilaku itu sendiri dapat mempengaruhi keberhasilan suatu organisasi dalam mencapai tujuan yang telah ditentukan. Penelitian ini bertujuan untuk mengetahui Pengaruh kecerdasan emosional dan keadilan organisasi terhadap perilaku kerja kontraproduktif. Ini adalah jenis penelitian kuantitatif. Subjek penelitian ini melibatkan para account officer. Sumber data penelitian berasal dari data primer dan data sekunder. Data primer diamati menggunakan kuesioner (formulir Google), sedangkan data sekunder berasal dari data karyawan, buku, dan jurnal ilmiah. Hasil penelitian mengungkapkan bahwa ditemukan pengaruh signifikan antara kecerdasan emosional dan keadilan organisasi terhadap perilaku kerja kontra produktif, dilihat dari R square yaitu 0,543 atau 54,3% dan sisanya dipengaruhi oleh variabel lain.

Keywords: kecerdasan emosional, keadilan organisasi, perilaku kerja kontraproduktif

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INTRODUCTION

Sharia banks define as the commercial banks that implement business activities based on Sharia principles, which in their activities provide services, particularly in payment traffic. The law of the republic of Indonesia Number 21 of 2008 concerning Islamic banking in Chapter 1 Article 2 and paragraph 7 stated that Islamic banks are financial institutions that carry out their operations in accordance with Sharia principles. They are categorized into two types: Islamic commercial banks and Islamic people's financing banks (Muflihin, 2019).

Banks have agreements according to the Islamic law between banks and other parties, which aim to save funds or business financing or other banking activities (Ifada et al., 2019). Meanwhile, conventional banks have agreement rules made only based on positive law. In August 2023, new credit distribution by bank indicated an increase compared to previous months. It was recorded at 86,2% and grew higher than the previous 45,1%. The main factors affecting the new loans distribution include customer financing demand, prospects for future monetary, and economic conditions as well as the level of business competition from other banks (Elsharif, 2019).

Then, in the third quarter of 2023, new loan banks disbursement offers are predicted to increase. In order to improve the performance of Islamic and conventional banking, particularly in matters of increasing customers, banking companies must employ marketing personnel, commonly known as account officers. Optimal management of human resources, including account officers is important. This is reflected in work behavior that aims to enhance overall work productivity (Sunargo & Hastuti, 2019). Account officers are human resources assigned to assist directors in carrying out the programs, especially in the fields of marketing and financing. The role of an account officer is crucial, especially in the communication carried out and is considered an objective and trusted party as well as can reach not only the audience that has been reached but more, namely the audience who is ready to receive services from the Company and if it is specifically described as being responsible for marketing bank products, both from lending and funding as well as monitoring and supervising existing debtors so that they fulfil their obligations in carrying out what has been approved in order to avoid problematic financing (Lungeanu & Weber, 2021). In the role of the account officer, it has two fields handled, namely raising funds (funding) & channeling funds (lending). Raising funds (funding) means collecting funds by giving from the wider community in the form of demand deposits, savings, and deposits (Kvitka et al., 2021).

The role of the account officer in funding itself is looking for strategies so that consumers are interested and willing to invest their funds through bank financial institutions and the strategies carried out by the bank itself are by providing attractive and profitable rewards. These service rewards can be in the form of interest rate calculations, gifts, and attractive services. Meanwhile, channeling funds (lending) means throwing back funds that have been collected through current account deposits, savings, and deposits to the community in the form of loans (credit) and the role of the account officer himself in lending, such as making visits to prospective debtors to collect, examine data and information on prospective debtors to process credit grants, check the completeness of files or credit documents for submitting credit applications (Kvitka et al., 2021).

Banking companies are the focus of this research, human resources in the banking sector are also a very important component. Humans themselves are considered as a sign of a trend of change that requires appropriate accuracy to increase the potential of each individual. Human resources have attitudes and behaviours, employee behaviour is a



topic of interest to research because it can affect the success of an organization in achieving predetermined goals. This consists of positive and negative behaviours, and one form of negative behaviour is commonly referred to as counterproductive work behaviour (Sunargo & Hastuti, 2019).

This is the same as the results of research conducted by Hochstein et al. (2017) who found that CWB behaviour in the account officer, such as falsifying data, misusing the budget provided by the company and explaining/recommending products that are not in accordance with the company's objectives. The task of an account officer will get a reward if his own work exceeds the existing target. Nevertheless, from the target itself, according to research conducted by Swimberghe et al. (2018) if the target is too high, as well as time constraints and conflicts in the work environment will result in counterproductive work behaviour in account officer employees, it can influence the company performance and other employees.

Counterproductive work behaviour is deviant or deliberate behaviour carried out by the organization members that has the potential to harm individuals and the organization as a whole in achieving organizational goals (Aziizah et al., 2023). The need for optimal management of all human resources and one of them is human resources, which is reflected through work behaviour aims to increase work productivity (Sunargo & Hastuti, 2019). Counterproductive behaviour itself has a broad nature or various forms starting from small actions to large actions, and is considered a natural thing by employees from both government and private agencies, which both have the same opportunity for counterproductive work behaviour to occur and will increase if the organization has low work supervision. Employee work behaviour becomes an important aspect of human resource management in an organization. Employees can enhance organizational performance by using their abilities to generate innovative ideas and use them, which serve as the foundation for improving services and optimizing work processes (Rizal et al., 2023).

According to Spector et al (Khoirunnisa et al, 2022) stated that counterproductive work behaviour is classified into several aspects, such as harassment of others, production irregularities, sabotage, theft, absenteeism, taking excessive time off, misuse of work information and delaying work. Counterproductive work behaviour does not look at who will be targeted and how they contribute to the behaviour. It has an impact on the organization, which is able to cause a mismatch between the results and performance provided so that it will hinder the company or organization in achieving its goals. In Aziizah et al. (2023) and Griffin et al (Chernyak-Hai & Tziner, 2014) besides that also to individuals such as feelings of dissatisfaction, feeling stressed and a sense of intention to leave the organization, reducing the level of self-confidence in the workplace and experiencing both physical and psychological pain.

Emotional intelligence aims to reduce counterproductive work behaviour because this can help employees to overcome negative things in the world of work, such as excessive feelings and frustrations caused by work problems (Miao et al., 2017). Basically, emotionally intelligent employees will be able to control themselves and can avoid engaging in deviant or detrimental behaviour to the organization. In previous research studies, these also reveal that employees who have emotional intelligence are more prone to engage in counterproductive work behaviour. Employees with high emotional intelligence are able to handle problems without negative emotions, and vice versa. Those with low levels of emotional intelligence cannot handle stress and will act



in a counterproductive way. Emotional intelligence is therefore an important variable that predicts counterproductive work behaviour (Miao et al., 2017).

Results research conducted by Khoirunnisa et al. (2022) shows that emotional intelligence is not proven to have an influence on counterproductive work behaviour. Further research conducted by Miao et al. (2017) found that emotional intelligence is negatively related to counterproductive work behaviour. Besides, emotional intelligence can also play a role in reducing counterproductive work behaviour. Different results were found in research conducted by Algafara (2023) to the employees of PT Kimia Tirta which showed the results that emotional intelligence had a positive influence on counterproductive work behaviour. The latest research conducted by Sari & Pangestuti (2024) for employees at the Sragen class II a correctional institution states that emotional intelligence variables affect counterproductive work behaviour variables.

Kreitner, & Kinicki (2005) and Robbins & Judge (2017), organizational justice can be seen as a moral violation as it violates the moral and social norms, resulting in negative moral and emotions as well as reactions. From this negativity, it is considered an impetus for CWB. Faturochman (Afiati, 2019) organizational justice includes distributive, procedural, and interactional justice. The organizational justice dimension is a major part of organizational justice related to various things in a job, such as carrying out work, a positive or negative behaviour in a group and work attitudes (Daromes, 2010). Organisational justice is related to counterproductive work behaviour.

From the results research conducted by Putri et al. (2019), organizational justice has no effect on counterproductive work behaviour in employees of the service section of PT PLN West Sumatra Region. Then research conducted by Ramadhani & Santoso (2020) examined the influence between organizational justice on counterproductive work behavior in Mercure Sanur hotel employees, which showed the results of organizational justice had a positive and significant influence on counterproductive work behavior in employees at Mercure Sanur hotel. Then research conducted by Akmal et al. (2020) examines the correlation between organizational justice and counterproductive work behavior and the results show that there is a significant negative correlation between organizational justice and counterproductive work behavior, meaning that a decrease in the level of perception of organizational justice itself is followed by an increase in counterproductive work behavior and vice versa. Besides, it is evidenced by research by Auliya (2018) that organizational justice itself has a positive and significant influence on counterproductive work behaviour. This research is different from previous research, there is consistency in previous research which has a big impact on counterproductive work behavior, which is interesting for researchers, where researchers try to dig deeper to identify factors that cause counterproductive work behavior such as emotional intelligence, and organizational justice.

METHOD

This type of research is with a quantitative approach (Sugiyono, 2022). The population in this study includes employees of the marketing division (account officers) in the banking sector both conventional and sharia through sampling techniques using purposive sampling. The research subjects involved account officer employees. The types of data sources are primary data and secondary data. Primary data uses a questionnaire, while secondary data comes from journals and books that are used as scientific literature for this research. Data collection techniques through interviews and questionnaires. Efficient data and can be used for a large number of respondents who are spread across



several large areas and can be given to respondents directly or via the internet (Sugiyono, 2017). In this study, the questionnaire is an efficient data collection technique so that the data generated will be significant (Abdhul, 2023).

The instrument used in the research is a structured questionnaire, of a Likert scale and in which there are several statements. This study utilized three measuring instruments consisting of Counterproductive Work Behaviour Checklist (CWB-C), Wong Law Emotional Intelligence Scale (WLIES), and organizational justice. To see the validity and reliability result of the three variabel used, the researchers themselves processed the data throught IBM SPSS Version 25.

The validity and reliability of counterproductive work behavior is shown in the table below:

Tabel 1.
 Reliability Counterproductive Work Behaviour

Cronbach's Alpha	N of Items
.895	10

The table above reveals that the counterproductive work behaviour variable in this study has a Cronbach's alpha reliability of 0.895 and consists of 10 items.

Tabel 2
 Validity of Counterproductive Behaviour

Scale Mean if item Deleted	Scale Variance if Item Deleted	Correlated items – Total Correlation	Cronbach's Alpha if Item Deleted
18.35	35.926	.659	.884
18.28	39.640	.477	.895
19.40	38.503	.555	.891
19.62	38.446	.511	.894
19.65	38.592	.515	.894
19.40	38.144	.750	.879
19.20	35.292	.843	.870
18.87	38.215	.669	.883
19.03	39.153	.632	.886
19.10	35.785	.875	.869

The data of validity results in the table above indicates that the counterproductive work behaviour variable in this study is 10 valid items.

Tabel 3.
 Counterproductive Work Behaviour Scale

Dimensions	Valid	Amount
CWB-O	1,2,3,4,5	5
CWB-P	6,7,8,9,10	5
	Amount	10

Reliability and validity of Emotional Intelligence shown below:

Table 4.
 Reliability of Emotional Intelligence

Cronbach's Alpha	N of Items
.851	16



It shows that the emotional intelligence variable in this study has a Cronbach's Alpha reliability of 0.851, which consists of 16 items and there are three dimensions consisting of self-assessment of emotions, use of emotions, and emotional regulation.

Table 5.

Validity of Emotional Intelligence

Scale Mean if item Deleted	Scale Variance if Item Deleted	Correlated items – Total Correlation	Cronbach's Alpha if Item Deleted
63.93	43.302	.442	.844
63.98	43.307	.398	.848
63.68	41.661	.655	.832
63.78	41.820	.599	.835
63.63	44.138	.528	.840
63.48	45.281	.428	.844
63.65	45.362	.399	.846
63.60	44.092	.470	.842
63.38	45.933	.447	.844
63.40	46.708	.310	.849
63.50	45.590	.426	.845
63.33	46.379	.432	.845
63.50	44.615	.477	.842
63.68	43.558	.519	.840
63.90	40.862	.552	.838
63.75	41.833	.529	.839

From the validity results in the table above, the emotional intelligence variable in this study are 16 valid items, which consist of three dimensions. Below is the following explanation.

Table 6.

Emotional Aggression Scale

Dimensions Intelligence	Valid	Amount
Emotional		
Self- Emotional Assessment	1,2,3,4,5,6,7,8	8
Use of emotion	9,10,11,12	4
Regulation emotion	13,14,15,16	4
	TOTAL	16

Reliability and Validity of Organizational Justice

The table below shows that the organizational justice variable in this study has a Cronbach's alpha reliability of 0,925, consists of 20 items. Its items consist of four dimensions, including distributive, interpersonal, procedural, and informational justices.

Table 7.

Reliability of Organizational Justice

Cronbach's Alpha	N of Items
.925	20



Table 8.
 Validity of Organizational Justice

Items	Corrected Item- Total Correlation	Items	Corrected Item- Total Correlation
Item 1	.448	Item 11	.496
Item 2	.315	Item 12	.655
Item 3	.690	Item 13	.612
Item 4	.590	Item 14	.716
Item 5	.636	Item 15	.651
Item 6	.419	Item 16	.650
Item 7	.702	Item 17	.672
Item 8	.735	Item 18	.718
Item 9	.547	Item 19	.443
Item 10	.569	Item 20	.615

The validity results in the organizational justice variable above show that there are 20 valid items, which consist of four dimensions as follows.

Table 9.
 Scales of Organizational Justice

Dimensions of Organizational Justice	Valid	Amount
Procedural Justice	1,2,3,4,5,6,7	7
Distributive Justice	8,9,10,11	4
Interpersonal Justice	12,13,14,15	4
Informational Justice	16,17,18,19,20	5
TOTAL		20

Overview of Research Subject

This research was conducted by distributing questionnaires (Google Form) online containing question items through social media, such as WhatsApp, Instagram, TikTok, and LinkedIn applications, then visiting directly also to both banking exhibitions in several malls. The data collection process was started from 26 January 2023 - 17 March 2023 and the total respondents were 255 banking employees in the marketing division. The following is the result of descriptive analysis.

RESULT AND DISCUSSION

The following are the results of descriptive analysis, results of hypothesis tests, F-Test & T-Test with programs using SPSS for Windows version 25, the results can be seen in the table below:



Table 10.
 Descriptive Statistics of Emotional Intelligence, Organizational Justice, and
 Counterproductive Work Behaviour

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Emotional Intelligence	255	22.00	80.00	50.4314	16.82501
Organizational Justice	255	28.00	97.00	61.3804	20.13986
Emotional Intelligence	255	10.00	48.00	28.5216	9.65745
	255	22.00	80.00	50.4314	16.82501

Based on the table above, the total number of respondents (N) as a whole is 255. The min value of the emotional intelligence variable is 22, the max value is 80, the mean is 50,43, and the standard deviation of 16.825. The organizational justice variable has a min value of 28, a max value of 97, a mean value of 61.38, and a standard deviation of 20.139. The counterproductive work behaviour variable has a min value of 10, a max value of 48, a mean value of 28.52, and a standard deviation of 9.657. The conclusion obtained based on the table above that the variables of emotional intelligence, organizational justice, and counterproductive work behaviour show the mean value is greater than the standard deviation on these variables. So that the level of data deviation that occurs is low, while the distribution of values is said to be evenly distributed or homogeneous.

Hypothesis Test Results

The results of the hypothesis test are shown below:

Table 11.
 Coefficient Terminated Model Summary

R	R Square
.737a	.543

a. Predictors: (Constant), Fairness Organization, Intelligence Emotional

Based on the summary model above in table, it shows that R Square is .543 where the contribution of emotional intelligence and organizational justice to counterproductive work behaviour is 54.3% and the rest is influenced by other variables.

The F-Test test results are shown below:

Table 12.
 F-Test

F	Sig.
149.485	.000b

a. Dependent Variable: Counterproductive Work Behavior

b. Predictors: (constant) Organizational Justice, Emotional Intelligence

Based on Annova in table above, it can be seen that there is an F-coefficient of 149.485 with a probability value of .000. This shows that the significant influence of emotional intelligence, organizational justice on counterproductive work behaviour is $0.000 < 0.05$ and the F-value itself is $149.485 > f\text{-table}$ is 3.03. The hypothesis of this study is whether there is a significant effect of emotional intelligence, organizational justice on



counterproductive work behaviour in Account Officers, with a probability value of .000, which means there is a significant effect. Then, the hypothesis (Ha) can be accepted and the hypothesis (Ho) is rejected.

The T-Test test results are shown below:

Table 13

T-Test

Model	B	Std. Error	Standardized Coefficients Beta	t	Significance
(Constant)	50.299	1.333		37.740	.000
Emotional Intelligence	-.295	.065	-.515	-4.517	.000
Organizational Justice	-.112	.055	-.234	-2.051	.041

a. Dependent Variable: Counterproductive Work Behaviour

According to the T-test, it can be considered that the unstandardized B of emotional intelligence (X1) is -.95 with a probability value of 0.000 <0.05, which indicates a significant negative influence between emotional intelligence on counterproductive work behaviour. For B unstandardized organizational justice (X2) of -.112 with a probability value of 0.041 <0.05, which indicates a significant negative influence between organizational justice on counterproductive work behavior.

The total respondents in this research were 255 account officers from 22 provinces in Indonesia. Based on the results of data analysis, it shows that emotional intelligence and organizational justice show a significant contribution to counterproductive work behavior in account officers. In this research, emotional intelligence uses 3 dimensions from Wong & Law's theory which consist of assessing one's own emotions, assessing other people's emotions, and using emotions (Agarwal et al., 2023). Counterproductive work behavior is classified into several aspects, such as harassment of other people, production irregularities, sabotage, theft, absenteeism, excessive leave, misuse of work information, and work delays (Ashkanasy & Daus, 2020; Bhullar & Schutte, 2020). Based on the research that has been conducted, it shows that the results of this study, there is a significant influence between emotional intelligence on counterproductive work behavior in account officers. Emotionally intelligent employees will be able to control themselves and avoid being involved in deviant or detrimental behavior to the organization (Al-Husban et al., 2023).

This research shows that the results of the emotional intelligence T-test (X1) are -.295 with a probability value of 0.000 <0.05, which shows that there is a significant negative influence between emotional intelligence and counterproductive work behavior. The results of this study are in line with other research which found that emotional intelligence was negatively related to counterproductive work behavior. In previous research studies, it was also revealed that employees who have emotional intelligence are more susceptible to engaging in counterproductive work behavior. Employees with high emotional intelligence are able to handle problems without negative emotions (Salovey, 2023). Those with low levels of emotional intelligence cannot handle stress and will act in counterproductive ways. Therefore, emotional intelligence is an important that predicts counterproductive work behavior (Al-Husban et al., 2023).



Organizational justice can be seen as a moral violation because it violates moral and social norms, resulting in negative moral and emotional outcomes and reactions (Rivers et al., 2019). Based on the research that has been conducted, it shows that these results that influence on organizational justice on counterproductive work behavior, which shows that there is a significant negative influence between organizational justice on counterproductive work behavior. The results of this research are in line with research conducted by Dasborough (2019) examined the correlation between organizational justice and counterproductive work behavior and the results showed that there was a significant negative correlation between organizational justice and counterproductive work behavior, meaning that a decrease in the level of perceived organizational justice itself was followed by an increase in counterproductive work behavior.

Overall, it can be concluded that if the emotional intelligence and organizational justice variables increase, the counterproductive work behavior variable will decrease and vice versa, if the emotional intelligence and organizational justice variables decrease, then the counterproductive work behavior variable will increase. Especially account officers. And the two variables in this research contributed 54.3% to counterproductive work behavior.

CONCLUSION

Emotional intelligence and organizational justice increase, the variable counterproductive work behavior will decrease and vice versa if the variables of emotional intelligence and organizational justice decrease, counterproductive work behavior will increase, especially for account officers. The implications of this research can contribute to the development of human resource psychology so that it can become input for developing policies for company management.

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