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**LEADER–MEMBER EXCHANGE IN MEDIATING INTERPERSONAL JUSTICE AND INFORMATIONAL JUSTICE CLIMATE TOWARD COUNTERPRODUCTIVE WORK BEHAVIOR****调解人际正义和信息正义的领导者-成员之间的交流, 以实现反生产性工作****Yuni Siswanti<sup>a,\*</sup>, Heru Kurnianto Tjahjono<sup>b</sup>, Arif Hartono<sup>c</sup>, Wisnu Prajogo<sup>d</sup>**<sup>a</sup> Department of Management, Faculty of Economics and Business, Universitas Pembangunan Nasional “Veteran” Yogyakarta

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<sup>b</sup> Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta Yogyakarta, Indonesia<sup>c</sup> Department of Management, Faculty of Business and Economics, Universitas Islam Indonesia Yogyakarta, Indonesia<sup>d</sup> Department of Management, STIE YKPN Yogyakarta Yogyakarta, Indonesia*Received: April 25, 2020 ▪ Review: June 21, 2020 ▪ Accepted: July 6, 2020**This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>)***Abstract**

This cross-level study (individual level) examines the influence of interpersonal justice climate and informational justice climate (unit level) on counterproductive work behavior (individual level). The study also examines the role of leader–member exchange (individual level) in mediating the influence of these climates on counterproductive work behavior. The study was carried out by distributing a questionnaire to non-civil-servant lecturers in three new state universities in Indonesia. Of the questionnaires distributed, 399 were returned completely filled out and were then processed using hierarchical linear modeling. Hierarchical linear modeling is the appropriate analysis tool for examining cross-level models in which there is variance at both the individual level and the group level, with individual-level outcomes. The hierarchical linear modeling method still considers variance both within and between units and the role of both individuals and units simultaneously. The instruments were tested using confirmatory factor analysis, and reliability tests were carried out by looking at the coefficient of Cronbach’s alpha. The results of the hypothesis test show that while interpersonal and informational justice climates do not have an influence on counterproductive work behavior (H1 and H2 not accepted), they do have a significant influence on leader–member exchange (H3 and H4 accepted), which itself has a positive influence on counterproductive work behavior (H5 accepted). The test results for H6 and H7 show leader–member exchange fully mediates the influence of interpersonal and informational justice climate on counterproductive work behavior. The results of this study encourage further discussion and

open opportunities for cross-level research with different variables and objects.

**Keywords:** Interpersonal Justice Climate, Informational Justice Climate, Counterproductive Work Behavior, Leader-Member Exchange, Cross-Level Research

**摘要** 这项跨层次的研究（个人）考察了人际公正气氛和信息公正气氛（单位层次）对适得其反的工作行为（个人层次）的影响。该研究还研究了领导者-成员交流（个人）在调解这些气候对适得其反的工作行为的影响中的作用。这项研究是通过向印度尼西亚三所新州立大学的非公务员讲师分发问卷调查表进行的。在分发的问卷中，有 399 份完全填满，然后使用分层线性建模进行处理。分层线性建模是检查跨级别模型的适当分析工具，在跨级别模型中，个人级别和组级别都有差异，而个人级别的结果也是如此。分层线性建模方法仍然考虑单位内部和单位之间的差异以及个人和单位的角色。仪器通过验证性因子分析进行了测试，可靠性测试通过查看克伦巴赫  $\alpha$  系数进行。假设检验的结果表明，尽管人际关系和信息正义的气氛对适得其反的工作行为没有影响（H1 和 H2 不被接受），但它们确实对领导成员之间的交流有重大影响（H3 和 H4 被接受），本身会对适得其反的工作行为产生积极影响（接受 H5）。H6 和 H7 的测试结果表明，领导成员之间的交流充分调解了人际和信息正义氛围对适得其反的工作行为的影响。这项研究的结果鼓励进行进一步的讨论，并为具有不同变量和对象的跨层次研究提供机会。

**关键词:** 人际公正气氛，信息公正气氛，适得其反的工作行为，领导成员交流，跨层次研究

## I. INTRODUCTION

Counterproductive work behavior (CWB) has become an increasingly important subject of study because it can be incredibly costly to overcome. Previous researchers have used various terms to describe CWB, such as deviant work behavior [1], [2], aggressive behavior [3], [4], [5], antisocial behavior [6], and counterproductive work behavior [7], [8]. All these terms have the same meaning—negative work behavior by an employee that can harm or endanger the organization and its members. The study conducted by [5], [9], [10] concluded CWB has a negative impact on both the employee and the organization. Therefore, studying the factors that cause CWB is critical to reduce the costs borne by the organization [1], [11]. One of the factors triggering the emergence of CWB is the contextual factor, which involves several surrounding variables that have the potential to be involved in the process of dishonesty in decision-making [12]. These factors include labor force, economic disparity, opportunities to thrive, and organizational justice.

[13], [14], [15] stated that the individual approach fails to include social context when involved in the formation of perceptions of justice. In a unit or group, each member interacts with each other, observes behavior with one another, and is bound in understanding to build

shared perceptions to evaluate fairness applied within the organization [16], [17], [18]. Consistent with this statement, today's research suggests to view justice as a distinct property, which can be formed on the basis of interaction between each member in the same unit/group. This formed perception is called *justice climate*. [16] are the researchers who first introduced the term. According to [16], justice climate is group/unit level cognition about how a working group as a whole is treated. An understanding of justice climate and its impact on employee behavior was further investigated by [19], [20], [21].

## II. LITERATURE REVIEW

### A. The Relationship between Interpersonal Justice Climate and Counterproductive Work Behavior

1) *Basic Theory of Interpersonal Justice Climate*  
Researchers of organizational behavior, particularly regarding organizational justice, have identified four types of organizational justice: distributive justice, procedural justice, interpersonal justice, and informational justice [22].

Interactional justice according to [23], [24] is divided into two forms of justice, interpersonal justice and informational justice.

Interpersonal justice is a perception of justice felt by a group of workers regarding interpersonal treatment that is given during the implementation of procedures that existed before and results. Interpersonal justice considers the perception of a group of personnel regarding the justice on the issue of how they are treated. Impolite and unfair treatment by leaders causes a group of members (work teams) to experience a decrease in motivation and job satisfaction, as well as other negative behaviors [77].

## 2) *Counterproductive Work Behavior (CWB) Theory*

According to [25], CWB is work behavior that interferes with the organization or members of the organization. [26] grouped CWB into eleven categories: (1) theft and behavior related to it; (2) damage to organization's belongings; (3) misuse of information; (4) abuse of time and resources; (5) dangerous behavior; (6) low attendance; (7) low quality of work; (8) use of alcohol; (9) drug use; (10) committing inappropriate verbal actions; and (11) carrying out inappropriate physical actions.

Interpersonal and informational justice have a significant negative influence on CWB that aimed at organizations and interpersonal/other individuals [27], [28]. This means that interpersonal and informational justice will reduce the CWB.

The results from previous studies [15], [20], [29], [30] showed that interactional justice climate (interpersonal and informational justice) that is formed in social exchange relationships will have a significant effect on employee attitudes and behavior (job satisfaction, organizational commitment, work stress, OCB, deviant behavior, and CWB).

## **B. The Relationship between Informational Justice Climate and Counterproductive Work Behavior**

### *1) Basic Theory of Informational Justice Climate*

According to [23], [24], an informational justice climate is when a group's perception of information is used as a basis for decision making. Informational justice motivates the feelings of respect by others through clear information-giving mechanisms within the organization.

[17] stated that both procedural justice and interactional justice (interpersonal and informational) can predict employee attitudes and the desires of employees, including counterproductive work behavior (CWB). Previous research [24], [31] stated that interactional justice is the most powerful

predictor of predicting CWB compared to the other two dimensions of organizational justice. The statement of the previous studies was strengthened by [27], [28] that low perception of interactional justice may cause CWV aimed at both the organizations and at other individuals.

## **C. Interpersonal Justice Climate-Leader-Member Exchange (LMX)-CWB**

### *1) Basic Theory of Leader-Member Exchange*

The basic principle of LMX theory is that leaders form a unique relationship with the members [32], [33], [85]. High-quality LMX relationships between the leader and member are characterized by emotional exchanges based on mutual trust and respect, while low-quality LMX relationships have economic exchange characteristics [32], [33], [34].

According to [35], [36], LMX has two dimensions. The first dimension is the approach to build good relations with employees, which consists of loyalty, support, and trust. The second dimension that becomes the basis of LMX is coupling, which focuses on the attitudes of leaders towards members that include addressing, influence, allocation, freedom of expression, and innovation. These dimensions form the LMX theory, as one of the leadership theory to measure the relationship between leaders and members in an organization [37]. [38] found a positive and significant relationship of the dimensions of organizational justice (procedural, distributive, interpersonal, and informational justice) with LMX. In addition, [39] stated that procedural, distributive, and interactional justice has a strong and significant relationship with the quality of LMX. The results from the study of [40] showed that interpersonal justice has a significant influence on LMX. The high quality of LMX reduces the CWB [41], [42], [43].

## **D. Informational Justice Climate -Leader-Member Exchange (LMX)-CWB**

The study from [28] found that LMX fully mediates the relationship between interpersonal and informational justice with counterproductive work behavior (both towards supervisors and towards the organization).

## **E. Hypothesis**

H<sub>1</sub>: Interpersonal Justice Climate has a negative influence on Counterproductive Work Behavior

H<sub>2</sub>: Informational Justice Climate has a negative influence on Counterproductive Work Behavior

H<sub>3</sub>: Interpersonal Justice Climate has a

positive influence on LMX

H<sub>4</sub>: Informational Justice Climate has a positive influence on LMX

H<sub>5</sub>: LMX has a negative influence on Counterproductive Work Behavior

H<sub>6</sub>: Leader Member Exchange (LMX) mediates the influence of Interpersonal Justice Climate towards Counterproductive Work Behavior

H<sub>7</sub>: Leader Member Exchange (LMX) mediates the influence of Informational Justice Climate towards Counterproductive Work Behavior.

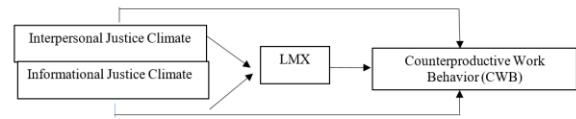


Figure 1. Research model

### III. RESEARCH METHOD

#### A. Population and Sample

The population of this study is non-civil servant lecturer from 3 new state universities (PTNB) in Indonesia. The number of population and sample of this study can be seen on Table 1. The sampling technique is done using Slovin formula. From the total of 563 people, the minimum sample is 233 people.

Table 1.

Population and sample of study

No.	University	Population	Number of study program (group)	Sample
1.	PTNB 1	187	16	143
2.	PTNB 2	167	16	100
3.	PTNB 3	209	23	156
	Total	563	73	399

#### B. Measurement

To measure interpersonal and informational justice climate, this study uses the instrument developed by [44] which consists of 4 items for each variable. CWB is measured in individual level with the instrument developed by [26], which consists of 27 items. All instruments are measured using 6 point scale Adjusted Likert Scale (scale 1 = strongly disagree; scale 6 = strongly agree).

#### C. Instrument Test

The instruments are examined with validity test using Confirmatory Factor Analysis and reliability test using Cronbach's Alpha. The limit of reliability test according to [45] is  $\alpha > 0.7$ ; and if  $\alpha > 0.6$ , it can be accepted in exploratory research.

#### D. Hypothesis Test Method

The hypothesis test is carried out using Hierarchical Linear Modeling (HLM) because this study examine variables with different level

of analysis (cross-level), namely unit level (interpersonal and informational justice climate) and individual level (CWB) (2-1-1). This model is developed by [46]. HLM is the appropriate analysis tool to examine cross-level model, in which there is variance at the individual level and group level with individual level outcomes. The HLM method still considers variance within units and variance between units. This method still considers the role of both individuals and units at the same time.

### IV. RESULT

#### A. Respondents' Characteristics

The results of the descriptive test in Table 2 shows that most respondents are on the productive age by 46-50 years old (27.3%); female (56.6%); have master degree (80.5%); and have been working for 21-25 years (30.1%).

Table 2.

Respondents' characteristics

Profile	Category	Number	Percentage
Age	26 – 30 years old	12	3.0
	31 – 35 years old	76	19.0
	36 – 40 years old	62	15.5
	41 – 45 years old	84	21.1
	46 – 50 years old	109	27.3
	51 – 55 years old	35	8.8
	56 – 60 years old	18	4.5

	> 60 years old	3	.8
Gender	Male	173	43.4
	Female	226	56.6
Education	Master Degree	321	80.5
	Doctoral Degree	78	19.5
Working time	1-5 years	31	7.8
	6-10 years	71	17.8
	11-15 years	70	17.5
	16-20 years	72	18.0
	21-25 years	120	30.1
	26-30 years	28	7.0
	> 30 years	7	1.8
	Total	399	100.0

## B. Validity and Reliability Test Results

For Interpersonal Justice Climate (4 items), 2 items are valid because their value is above 0.6 (*loading factor*  $\geq 0.6$ ). For Distributive Justice Climate (5 items), all items are valid. The test results for confirmatory factor analysis (CFA) for

CWB demonstrate that from 21 total items, 15 items are valid and 6 items are invalid. Thus, these 6 items are not included in the subsequent data processing [47]. The reliability test results indicated that three research variables are reliable, having a Cronbach's Alpha coefficient of  $> 0.6$ .

Table 3.  
Descriptive statistic and correlation

No.	Individual level variable	Average	Perception of average score	Standard deviation	1	2	3
1.	Leader-member exchange (LMX)	4.3743	High	.84452			
2.	Counterproductive work behavior (CWB)	1.5646	Lowest	.46672			
Unit level variable							
1.	Interpersonal justice climate	4.9586	High	.85738	-		
2.	Informational justice climate	4.5213	High	.92368			

Note: \*\* $p < 0,01$ ; \* $p < 0,05$

## C. Unit Level Data Testing

The two unit level variables in this study are the procedural justice climate and the distributive justice climate. The data collected is based on individual perception, so a justification for aggregation is needed to make these unit-level variables. When the aggregation is conducted and results do not meet the minimum score, the group or work unit is deemed not suitable to be used as a study sample. The stages of aggregation of individual data into group data are as follows:

a) The first step of data aggregation refers to the value of the Inter-Rater Agreement (IRA). The Inter-Rater Agreement is an index of approval degrees in a separate work unit. IRA calculation is applied to each work group for each variable. IRA testing has a minimum score (cutoff) that must be met. All work units must have a minimum score  $> 0.70$ . 55 work groups or

units have predetermined score standards (cutoff  $> 0.70$ ), so they meet the requirements to be included in the analysis testing process.

b) Inter-Class Correlation (ICC) (1) is calculated for each justice climate (procedural and distributive). The score generated from the ICC test (1) must be  $\geq 0.05$ ; that is, the variance between groups is greater than the variants within the group. The ICC value (1) represents sufficient variance between groups.

c) ICC score (2) must be  $> 0.60$ , which is the ICC standard score (2) [48]. If standard scores are met the working group or unit, there are average eligibility score given by each working group member to represent score at the group level. The estimation result shows that ICC score (2) meets the standard value of 0.60 for each justice climate.

Table 4.  
Unit level data testing result

No.	Variable	$r_{wg}^a$ (average)	$r_{wg}$ (median)	ICC <sup>b</sup> (1)	ICC (2)
1.	Interactional justice climate	0,8160	0,8092	0,582	0,736
2.	Informational justice climate	0,8142	0,8000	0,802	0,961

<sup>a</sup> Interrater agreement

<sup>b</sup> Intraclass correlation coefficient

d) Before testing the hypothesis with HLM, the unconstrained (null) dependent variable model must be tested to determine the variance of the dependent variable between study groups (between-group variance) as a condition that must be met before cross-level testing. The null model testing is conducted on variables that are being the consequences of interpersonal justice climate, informational justice climate, namely CWB.

Table 5 shows the unconstrained model result of the two output variables. The test result shows a significant chi-square value for CWB ( $\chi^2 = 73.51841$ ;  $p < 0.05$ ). These results indicate that there are differences in outcome variables between work units, so that cross-level hypothesis testing using HLM analysis tools can be conducted.

Table 5.  
Summary of unconstrained testing results (null model)

Variable	Chi-square ( $\chi^2$ )	$\sigma^2$ dan $\tau$	ICC = $\tau/(\tau + \sigma^2)$	Description
Leader-member exchange (LMX)	101.82383	0,63851 and 0,00825	0.012756	The result of the unconstrained model shows a significant chi-square and ICC, i.e. there are differences in variance between work units/ study programs on each dependent variable, so that HLM analysis can be proceed.
Counterproductive work behavior (CWB)	73.51841	0,20973 and 0,01142	0.051639	

#### D. Hypothesis Test

Hypothesis test consists of: (1) testing the cross-level influence of interpersonal justice climate towards CWB, and (2) informational justice climate towards CWB. The test for the

direct influence of unit level variable towards individual variable in HLM is known as intercepts-as-outcomes model. The results of the test of H1, H2, H3, H4, and H5 can be seen in Table 6.

Table 6.  
Summary of the direct test results of unit level variables with individual level output variable

Variable	CWB			H	LMX			H
	$\Gamma$	S.E	P-value		$\gamma$	S.E	P-value	
Unit level								
Interpersonal justice climate	-0.042	0.069	0.546	H1	0.557***	0.136	<0.001	H3
Informational justice climate	-0.052	0.053	0.331	H2	0.544***	0.087	<0.001	H4
Individual level								
LMX	-0.174***	0.051	<0.001	H5				

Note: \*\*\* $p < 0,001$ ; \*\* $p < 0,05$

The test result of the cross-level influence of interpersonal justice climate towards CWB shows no significant influence ( $\gamma = -0.042$ ;  $SE = 0.069$ ;  $p < 0.546$ ) (H1 is not supported). The test result of the cross-level influence of informational justice climate towards CWB shows no significant influence ( $\gamma = -0.052$ ;  $SE = 0.053$ ;  $p < 0.331$ ) (H2 is not supported). The test result of the cross-level influence of interpersonal justice climate towards LMX shows significant positive

influence ( $\gamma = 0.557$ ;  $SE = 0.136$ ;  $p < 0.001$ ) (H3 is supported). The test result of the cross-level influence of informational justice climate towards LMX shows significant positive influence ( $\gamma = 0.544$ ;  $SE = 0.087$ ;  $p < 0.001$ ) (H4 is supported). The test of the influence of LMX on CWB shows negative significant influence ( $\gamma = -0.174$ ;  $SE = 0.051$ ;  $p < 0.001$ ) (H5 is supported). The steps for H6 testing can be seen in Table 7.

Table 7.  
Steps for Hypothesis 6 testing

Step	Direct influence ( $\gamma$ )	Influence after mediation ( $\gamma$ )	Note
Step 1: The influence of IKIT on CWB	$\gamma = -0.042$ $p < 0.546$		Not significant
Step 2: The influence of IKIT on LMX	$\gamma = 0.557^{**}$ $p < 0.001$		Significant
Step 3: The influence of LMX on CWB	$\gamma = -0.174$ $p < 0.001$		Significant
Step 4: The influence of IKIT and LMX on CWB		$\gamma = -0.186$ $p < 0.001$	Significant

The first step is testing the influence of interpersonal justice climate on CWB. This step is *H1* testing and the result is not significant ( $\gamma = -0.042$ ;  $SE = 0.069$ ;  $p < 0.546$ ). The second step is testing the influence of interpersonal justice climate on LMX (*H3*), and the result is significantly positive ( $\gamma = 0.557$ ;  $SE = 0.136$ ;  $p < 0.001$ ). The third step is testing the influence of LMX on CWB (*H5*) and the result is significantly

negative ( $\gamma = -0.174$ ;  $SE = 0.051$ ;  $p < 0.001$ ). The fourth step is testing interpersonal justice climate on CWB and including LMX as mediating variable, and the result is significantly negative ( $\gamma = -0.186$ ;  $p < 0.001$ ). Therefore, *H6* is supported, which means that LMX fully mediates the influence of interpersonal justice climate on CWB (MacKinnon, 2008). As for the steps for *H7* testing can be seen in Table 8.

Table 8.  
Steps for Hypothesis 7 testing

Steps	Direct influence ( $\gamma$ )	Influence after mediation ( $\gamma$ )	Note
Step 1: The influence of IKIF on CWB	$\gamma = 0.163$ $p < 0.331$		Not significant
Step 2: The influence of IKIF on LMX	$\gamma = 0.557^{***}$ $p < 0.001$		Significant
Step 3: The influence of LMX on CWB	$\gamma = -0.174$ $p < 0.001$		Significant
Step 4: The influence of IKIF and LMX on CWB		$\gamma = -0.186$ $p < 0.001$	Significant

The first step is testing the influence of informational justice climate on CWB. This step is *H2* testing and the result is not significant ( $\gamma = -0.052$ ;  $SE = 0.053$ ;  $p < 0.331$ ). The second step is testing the influence of informational justice climate on LMX (*H4*), and the result is significantly positive ( $\gamma = 0.544$ ;  $SE = 0.087$ ;  $p < 0.001$ ). The third step is testing the influence of LMX on CWB (*H5*) and the result is significantly negative ( $\gamma = -0.174$ ;  $SE = 0.051$ ;  $p < 0.001$ ). The fourth step is testing informational justice climate on CWB and including LMX as mediating variable, and the result is significantly negative ( $\gamma = -0.186$ ;  $p < 0.001$ ). Therefore, *H7* is supported, which means that LMX fully mediates the influence of informational justice climate on CWB [49].

## V. DISCUSSION

Although the results of this study do not support the research hypothesis, it supports other previous studies [50] that there is no significant influence of interpersonal and informational justice climate on CWB. The results of his study

contradict the results from previous studies [15], [20], [29], [30], [51]. However, this result is relevant to the perspective of social exchange theory which uses rational assumption from economic science. According to this theory, in social relations, there are elements of reward, sacrifice (cost), and reciprocity that affect one another. This reciprocity can be in the form of good behavior (not counterproductive work behavior) for interpersonal justice that is perceived as a group.

Researchers use social identity theory [52] which serves to strengthen the theory of social exchange. In this theory, cohesive group members can maintain a unity, and each group member should try to defend themselves to be part of their group. Social identity theory is used to explain that there are strong emotional ties, mutual evaluation, and close psychological relationships between members in cohesive groups [53]. In this cohesive group/work unit, positive interactions occur, so that they have a high level of trust and unity.



This mutual trust and togetherness is obtained from the social interaction of each group member/work unit, so that each member contributes to their coworkers and work groups [54] on positive behavior instead of negative behavior such as CWB. This result is quite reasonable since it is related to the theory of Attraction-Selection-Attrition (ASA) with its basic concept that individuals with similar characters will be attracted to, selected into, and retained in the same group. The ASA process raises homogeneity in organizations or groups/work units. The contribution of this theory is that interpersonal homogeneity tends to be formed in work group. The existence of homogeneity can lead to an agreement on the perception of justice climate [17], [30], [55], [56] which do not necessarily affect CWB directly.

Other variables that might influence CWB from previous studies and the results of researchers' interviews with respondents are: gender [57], [58]; personality [59]; self-awareness [60]; self-control [61]; emotional intelligence [62]; work condition, type of work, work partner, financial condition, work benefits [63], [64], [65]; social demography [66]; autonomy [67]; social support [68]; employee engagement [69]; individual characteristics [70]; stress level [71], [72], [73]; conflict [74]; organizational support [75]; emotion [68], [76]; self-efficacy [75]; self-esteem [78]; religiosity [79]; leadership [61], [80], [81]; and organizational culture [82].

The culture formed in the research object which was motivated by the founders/veterans formed a strong and collective adherence to the leader's instructions.

The test result of the cross-level influence of interpersonal justice climate on LMX shows a positive significant influence. This result supports previous studies [39], [50], [83], [84] which stated that procedural, distributive, and interactional justice has a positive significant relationship with LMX. According to [44], interpersonal justice shows the level of someone being treated well, respectfully, politely, and respected. The result of this study also support [86] who stated that interactional justice climate (interpersonal and informational) has a significant influence on LMX.

In the perspective of social exchange theory [86], there is an element of reward for what has been obtained. Interpersonal justice climate that is perceived highly by the working groups will bring reward in the form of positive attitude towards the leader. This attitude can be in the form of ready to accept responsibility and/or

ready to do a better job, as a form of increased quality of LMX, so that it leads to the in-group.

The test result of the influence of LMX on CWB shows negative significant influence. This result supports previous studies [41], [42], [50], [87], [88], [89], [90], [91], which stated that in high quality LMX group, when leaders offer work that is broader in scope, responsibilities, communication, and support, members will respond with higher time, energy, responsibility, commitment, and reduce negative behavior as a return.

The results of the data processing of the lecturers in the three new state universities showed a fairly high level of LMX, which means that the leader-member exchange relationship belongs to the in-group. According to [87], in high quality LMX group, when leaders offer work that is broader in scope, responsibilities, communication, and support, members will respond with higher time, energy, responsibility, and commitment as a return. This result is in accordance with the values embedded in these universities, especially the value of struggle. Struggle is the resilience in facing obstacles in the reality of life. The higher the resistance or resilience of leaders and members (through the process of LMX) in facing various challenges and obstacles of work in the organization, the lower the potential for doing things that harm the organization will be. The positive impact of the struggle in the LMX process thrive awareness of doing the best for the organization.

The result of this study shows that LMX fully mediates the influence of interpersonal and informational justice climate on CWB. Collective perception about perceived interpersonal and informational justice will improve the quality of relationship between leaders and members. Respect and attention from leaders will raise the relationship between leaders and members to be based on trust and helping each other [92]. The treatment from leaders that respect their members has a direct influence on the decrease of counterproductive work behavior of the members [28], [41], [42], [50], [87], [89]. LMX in this study has a vital role since its existence can reduce counterproductive work behavior.

## **VI. CONCLUSION**

The results of this study show that the interpersonal and informational justice climates do not have any influence on CWB, but both positively influence LMX, and LMX has a negative influence toward CWB. LMX fully mediates the influence of the interpersonal and informational justice climates toward CWB. The



results of this study deserve to be discussed further in future research, such as in a different scope and with an increase in the number of units, incorporating the moderating effects, or adding mediation chains to the research model.

## VII. LIMITATION

1. This study of the organizational justice climate (cross-level analysis) has been conducted in only three new state universities (PTNB) in Indonesia with a limited number of respondents, namely non-civil servant lecturers. Therefore, future research can be carried out in other state universities with both civil servant and non-civil servant lecturers as the respondents, as well as the staff. It can also be carried out in a service company or a manufacturing company, considering that the organizational justice climate is always interesting to study because of its impact on the positive and negative work behavior of employees.

2. The data in this study is gathered using a cross-sectional method. Future research will be much improved if it is done as a longitudinal study over a period of time, so that the consistency of respondents' answers on the same variables and instruments can be known.

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