

Addressing Counterproductive Employee Behavior: The Role of Distributive Justice, Work Stress, and Job Satisfaction

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ABSTRACT

This study aims to explain the influence of distributive justice, work stress, and job satisfaction on counterproductive work behaviour among employees at PT. Bintang Toedjoe Padang Branch. The data collection method used in this research involved directly distributing questionnaires to the respondents. The subjects of this study were all employees of PT. Bintang Toedjoe Padang Branch, totalling 83 individuals, with the help of SPSS for analysis. Based on the results of the analysis, it was found that work stress has a positive effect on counterproductive work behaviour, job satisfaction has a positive effect on counterproductive work behaviour, and distributive justice has a negative effect on counterproductive work behaviour.

Keywords: *Counterproductive Work Behavior, Distributive Justice, Work Stress, Job Satisfaction.*

1. INTRODUCTION

Currently, competition in global business is getting tighter. So companies must try to have advantages and capabilities beyond their competitors. In order to become a superior company, of course, the most important thing to pay attention to is its human resources. The better the quality of a company's human resources, the more superior the company will be. Because the most important component of a company is the people themselves, human resources are always attached to every company as a determining factor in their existence and play a role in contributing towards achieving company goals effectively and efficiently. Realizing this, companies need reliable and quality human resources (Sunargo & Hastuti, 2019).

Companies also need to pay attention to positive and negative behaviour. Owned by its employees. It can be seen that negative behaviour is another word for deviant behaviour. Deviant behaviour is defined as the actions of several organizational employees to violate organizational norms or formal social rules intensively and result in negative impacts (Greenberg, 2010). One of the deviant behaviours that often occur in the world of work is counterproductive to work behaviour. Klotz and Buckley (2013) define counterproductive work behaviour as "dysfunctional" because it almost always violates key norms in the organization and carries out behaviour that is irrelevant to their vision, violates procedures, and reduces productivity and profitability. This can cause employees to experience discomfort when working in an activity in an organization, which can cause employees to leave the company or organization. Budiman (2016) states that counterproductive work behavior is an action carried out by workers intentionally or consciously which causes company losses.

Based on data published by BPS Sakernas for 2020-2022, it can be seen that the productivity level of West Sumatra province is ranked fourth lowest based on provinces on the island of Sumatra. In 2022, West Sumatra province will have a productivity level percentage of 67.94%. The productivity percentage of West Sumatra Province is relatively smaller compared to other provinces, such as Riau Province. The difference in West Sumatra Province is very large, as seen from the percentage of 167.1%. Meanwhile, it is known that Riau and West Sumatra both have an economic focus that can increase the productivity of their population, such as; tourism, manufacturing, trade, etc. Not only that, if you look at the area, West Sumatra is much larger than Riau. This also does not rule out the possibility that there are many jobs available in West Sumatra which can produce good levels of productivity. So if it is related to counterproductive work

behaviour, the higher the level of productivity, the lower the possibility of counterproductive work behaviour occurring.

To see the influence of counterproductive work behaviour in this research, researchers conducted observations and interviews on October 3 2023, with several employees at PT. Bintang Toedjoe Padang Branch. Based on observations and interviews, several indications of counterproductive work behavior were found, namely; There are still relatively many employees who fill in absences which do not comply with company regulations; apart from that there are still samples of company products used for sale which should be given to resellers, and there are still employees in the workplace who work not according to the established working hours.

Apart from that, researchers also conducted an initial survey on October 3 2023 with 30 employees at PT. Bintang Toedjoe Padang branch by distributing questionnaires regarding counterproductive work behavior. Based on the results of the initial survey, the questionnaire of which was sourced from Jung and Yoon (2012), it can be concluded that the results of the initial survey of 30 respondents found that dominant employees deliberately came to work late at less than the specified time without permission, which has a high percentage rate, namely 60%. This is one of the counterproductive work behaviours that lead to withdrawal characteristics. So it can be concluded that several employees are indicated to have problems with counterproductive work behaviour; it is proven that these employees have the characteristics of someone who has problems with counterproductive work behaviour, namely, committing sabotage, withdrawing, production deviations, and interpersonal deviations (Spector et al., 2006). This also proves that the high level of counterproductive work behavior among PT. Bintang Toedjoe Padang Branch employees causes problems and becomes a motivation for researchers to conduct research.

Research conducted by Sari and Widodo (2019) found that the results of distributive justice had a negative effect on counterproductive work behavior. Not only that, research conducted by Hanidah (2018) found that the results of distributive justice had a negative effect on counterproductive work behavior. In contrast to these two studies, research conducted by Brimecombe (2012) found that distributive justice had a positive effect on counterproductive work behaviour, and research conducted by Josef (2017) found that distributive justice had a positive effect on counterproductive work behaviour.

Other research conducted by Basalamah and Sugiharto (2021) found that work stress had a positive effect on counterproductive work behaviour, and research conducted by Supriyati et al. (2019) found that work stress had a positive effect on counterproductive work behaviour. However, in contrast to research conducted by Dharma and Iqbal (2022), which found that work stress had a negative effect on counterproductive work behaviour, and this was also in line with research by Diah et al. (2018), who found that work stress a negative effect on work behaviour. Counterproductive.

Other research conducted by Khoirunnisa et.al., (2022) found that job satisfaction had a negative effect on counterproductive work behavior and research conducted by Utami et.al., (2018) found that job satisfaction had a negative effect on counterproductive work behavior. However, in contrast to research by Jin et al. (2022), which found that job satisfaction had a positive effect on counterproductive work behaviour, and this is also in line with research by Czarnota (2015), which found that job satisfaction had a positive effect on counterproductive work behaviour. So, because there are still many differences in previous research which can give rise to pros and cons, this is one of the reasons for the author to research. Based on the explanation above and supported by previous research, the researcher is interested in conducting research with the title "The Influence of Distributive Justice, Job Stress, and Job Satisfaction on Counterproductive Work Behavior in PT employees. Bintang Toedjoe Padang Branch".

2. THEORETICAL BASIS AND DEVELOPMENT OF HYPOTHESES

2.1. Understanding Counterproductive Work Behavior, Distributive Justice, Job Stress And Job Satisfaction

Counterproductive work behavior is divided into two categories, namely "Production Deviations" and "Property Deviations". Property misappropriation is employee behavior that is detrimental to the company by misusing company assets, such as stealing and damaging property. Production deviation is employee behavior that is detrimental to the company by violating the norms that apply in the company, such as not being disciplined about absenteeism and engaging in behavior that reduces work productivity (Hollinger, 2019). More clearly explained in the dimensions studied by Spector et al. (2006), there are five dimensions, namely the abuse of other people, production

irregularities, sabotage, theft, and withdrawal. When compared with previous dimensional studies, these five dimensions can be divided into two - dimensional categories, namely organizational counterproductive work behaviour and interpersonal counterproductive work behaviour (Ranto, 2023).

Distributive justice shows the distribution of compensation which is related to the distribution of compensation received which is based on the level of job difficulty, working hours, length of the completion process and the level of perceived job risk. Distributive justice reflects how rewards, such as compensation from organizational efforts, are distributed among employees (Ponnu and Chuah, 2010). According to Robbins and Judge (2008:249) distributive justice is justice regarding the amount and distribution of rewards between individuals. Distributive justice is based on equity theory, where this theory shows a simple comparison of an individual's output-input ratio with the output-input ratio of other individuals who are being compared (Colquitt, 2001). This classical theory provides the understanding that individuals determine whether they feel they are treated fairly by comparing the ratio of the input they provide, for example, time and resources, which is then linked to what they have received, for example, salary and promotions. Then this ratio is also compared with the comparison for the same ratio held by other people. Looking at this more deeply, the comparison process places more emphasis on economic aspects. Individual motivation will arise if there is no similar ratio between the individual and the ratio of other people.

Job stress is defined as a state that a person feels when facing important but uncertain outcomes (Sager, 1991). The definition suggests that work stress may occur due to a lack of work-related solutions and unexpected problems. Such a psychological state may appear as an inability to meet job demands caused by a lack of ability and resources or a lack of motivation and direction. Lechatt and Torres (2016) argue that work stress depends on individual traits and stressor stimuli. One person may experience stress caused by a problem while another may not because stress triggers cause tension in a person. This can reduce general health conditions (Desa et.al., 2014; Lechat & Torres, 2016). Stress at work can be manifested through fear (Lazarus and Folkman, 1984), anxiety or nervousness (Desa et.al., 2014). Most experts agree that job stress is an important predictor of job satisfaction. Researchers found that work stress can lead to dissatisfaction (Alexopoulos et.al., 2014; Khamisa et.al., 2017; Yaşlıoğlu et.al., 2013). This also causes fatigue (Khamisa et.al., 2017), low quality of life (Alexopoulos et.al., 2014), and deviant behaviour (Penney and Spector, 2005). Many factors cause work stress, including unclear job requirements, overload, poor leadership, and lack of autonomy (Desa et.al., 2014; Lazarus and Folkman, 1984). Village et al. (2014) also found that the personal traits of neuroticism and lying were predictors of work stress. According to Hasibuan (2014) Employee job satisfaction is employee moral motivation, discipline and employee work performance in supporting the realization of the goals a company wants to achieve. According to Supriyadi et al. (2017), job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the results or rewards received.

According to Umar (2011), job satisfaction is a person's feelings and assessment of their work, especially regarding their working conditions, in relation to whether their work is able to fulfill their hopes, needs and desires. Job satisfaction has a direct impact on employee performance and, consequently, on organizational outcomes. According to Herzberg et al. (1959), there are two types of factors that correlate with job satisfaction; the presence or absence of these factors leads to performance and increased job satisfaction or reduced job dissatisfaction. Thus, we have motivational factors that are intrinsically motivating, including rewards, recognition, responsibility, and hygiene factors that are extrinsically motivating, including organizational policies, working conditions, pay levels, or relationships with coworkers. Therefore, in order for an organization to have a productive workforce, employees need to be motivated by providing support, appreciation and guidance in their work as well as having clear procedures and rules regarding opportunities for advancement in the organization.

Empirically, several previous studies have proven that distributive justice has a negative influence on counterproductive work behavior. Among other things, research conducted by El et al. (2020) proves that distributive justice has a negative effect on counterproductive work behaviour. Destriana and Dewi's (2021) research also proves that distributive justice has a negative effect on counterproductive work behavior. Not only that, Yogasari and Budiasih's (2019) research also proves that distributive justice has a negative effect on counterproductive work behavior. These studies show that the respondents from each study received high levels of distributive justice, which

indirectly meant that these respondents were less likely to engage in counterproductive work behavior. Based on the theory and previous research above, a hypothesis is proposed as follows:

H1: Distributive justice has a negative effect on counterproductive work behaviour.

2.2.1 The Effect Of Job Stress On Counterproductive Work Behavior

Greenberg and Colquitt (2005) stated that if an employee experiences conditions that create a physical and psychological imbalance which affects emotions, the thought process will disrupt the process where the employee works. On the other hand, if employees experience optimal conditions, such as emotional, thought processes and so on, it will create comfort when working.

Empirically, several previous studies have proven that work stress has a positive influence on counterproductive work behavior. Ma and Li's (2019) research proves that work stress has a positive effect on counterproductive work behaviour. Research by Yu et al. (2019) found that work stress has a positive effect on counterproductive work behaviour. In research, Farrastama et al. (2019) also found that work stress had a positive effect on counterproductive work behaviour. These studies prove that the higher the level of work stress experienced by an employee, the more likely the employee is to engage in counterproductive work behaviour. Based on the theory and previous research above, a hypothesis is proposed as follows:

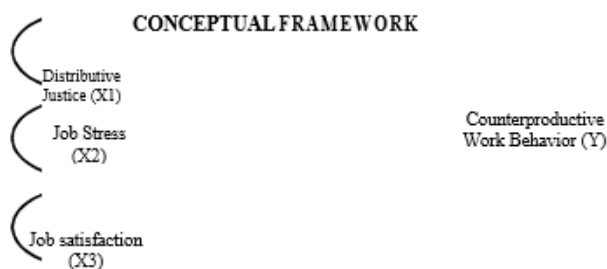
H2: Work stress has a positive effect on counterproductive work behaviour

2.1.1. The Influence Of Job Satisfaction On Counterproductive Work Behavior

Theoretically, there is a relationship between job satisfaction and counterproductive work behaviour (Mathis & Jackson, 2011). The higher the employee's job satisfaction, the less likely the employee is to engage in counterproductive work behaviour. On the other hand, the lower employee job satisfaction, the greater the employee's tendency to carry out counterproductive work behaviour.

Empirically, several previous studies have proven that job satisfaction has a negative influence on counterproductive work behaviour. Among them, research conducted by Toga and Yoelianita (2022) proves that job satisfaction has a negative effect on counterproductive work behaviour. Connect research (2019) proves that job satisfaction has a negative effect on counterproductive work behaviour. Research by Diana-Cosmina et al. (2023) proves that job satisfaction has a negative effect on counterproductive work behaviour. These studies prove that the more satisfied a person is with the work environment, work relationships, relationships with superiors, relationships with colleagues, the level of fairness of superiors, the more a person will be able to reduce counterproductive work behavior. Based on the theory and previous research above, a hypothesis is proposed as follows. :

H2: Job satisfaction has a negative effect on counterproductive work behaviour



3. METHODS

This research is quantitative, namely a type of research that focuses on collecting and analyzing data that can be measured and expressed in the form of numbers. This research was designed to examine the influence of distributive justice, work stress, and job satisfaction on counterproductive work behaviour.

The population used was all employees of PT.Bintang Toedjoe Padang Branch. The sampling technique in this research used the census or total sampling method. The census method or total sampling is a sampling technique where the entire population is sampled (Sugiyono, 2019). The

sample in this study was all 83 employees of PT.Bintang Toedjoe Padang Branch. In this research, there are four variables, namely: distributive justice, work stress, job satisfaction and counterproductive work behaviour.

3.1 Respondent Profile

Table. 1 Respondent Profile

No	Information	Amount	Percentage (%)
1.	Gender		
	1. Man	56	77.8 %
	2. Woman	16	22.2 %
2.	Age		
	1. 20 - 25 Yrs	6	8.3 %
	2. 26 - 30 yrs	10	13.9 %
	3. 31 - 35 Yrs	35	48.6 %
	4. 36 - 40 Yrs	18	25.0 %
	5. > 40 yrs	3	4.2 %
3.	Position/Title		
	1. Area Sales Manager	1	1.4 %
	2. Supervisors	2	2.8 %
	3. Administration	3	4.2 %
	4. Coordinator	2	2.8 %
	5. Marketing Planning Executive	12	16.7 %
	6. Sales Promotion Representative	6	8.3 %
	7. Display Merchandiser	7	9.7 %
	8. Telemarketing Executive	7	9.7 %
	9. Marketing Promotion Representative	12	16.7 %
	10. Marketing Merchandise Teamwork	12	16.7 %
	11. Finance and Administration	2	2.8 %
	12. Other	6	8.3 %
4.	Marital status		
	1. Marry	53	73.6 %
	2. Not married yet	19	26.4 %
5.	Educational background		

	1. High School/Equivalent	16	22.2 %
	2. D3	5	6.9 %
	3. S1	51	70.8 %
6.	Length of work		
	1. 1.5 Months - 1 Year	20	27.8 %
	2. 1.5 Yrs - 2 Yrs	28	38.9 %
	3. 2.5 Yrs - 3 Yrs	9	12.5 %
	4. 3.5 Yrs - 4 Yrs	10	13.9 %
	5. > 4 Yrs	5	6.9 %

Source: Processed Data (2024)

Based on Table 1, according to the results of the distribution of questionnaires, it can be concluded that respondents can be grouped according to their demographics using data tabulation procedures on gender, age, length of work, position/title, marital status and educational history. There were 72 respondents divided into 56 men and 16 women. It can be seen in terms of age, there are 6 people aged 20-25 years, 10 people aged 26-30 years, 35 people aged 31-35 years, 18 people aged 36-40 years, and 3 people over 40 years old. and judging from the position/title of the respondent, there is 1 Area Sales Manager, two each Supervisor, Coordinator, and Finance and Administration; 3 Administration people, 12 each Marketing Planning Executive, Marketing Promotion Representative, and Marketing Merchandise Team Work six each Sales Promotion Representative and others, and seven each Display Merchandiser and Telemarketing Executive.

Furthermore, looking at marital status, 53 people were married and 19 unmarried people. Then, looking at the educational history of each respondent, there were 16 high school/equivalent graduates, 5 D3 graduates, and 51 undergraduate graduates. Based on the length of work of the respondents, it can be seen that there were 20 people working in the range of 1 month year, as many as 28 people working in the range of 1.5-2 years, as many as nine people working in the range of 2.5-3 years, as many as ten people working in the range of 3.5- 4 years, and as many as five people worked for more than four years.

3.2. Validity Test Results

Table 2. Validity test results

Research variable	Overall Item	Total Valid Items	Invalid Item Total
Counterproductive Work Behavior	5	5	-

Distributive Justice	5	5	-
Job Stress	14	14	-
Job satisfaction	20	9	11

Source: Processed Data (2024)

Based on Table 3, the results of the validity test for each variable are obtained. Looking at the counterproductive work behavior variable, there are 5 statement items which are stated to be all valid because they have a factor loading value of 0.60. Then in the distributive justice variable, there are 5 statement items which are stated to be all valid because they have a Factor Loading value greater than 0.60. In the work stress variable there are 14 statement items which are stated to be all

valid because they have a Factor Loading value greater than 0.60, and in The job satisfaction variable contains 20 statement items, of which only 9 statement items are valid because 13 of the statement items have a Factor Loading value of less than 0.60.

3.3. Reliability Test Results

Table 4. Reliability Test Results

Research variable	Cronbach's Alpha value	Information
Counterproductive Work Behavior	0.893	Reliable
Distributive Justice	0.908	Reliable
Job Stress	0.948	Reliable
Job satisfaction	0.894	Reliable

Source: Processed Data (2024)

Based on Table 4, it can be seen that the Cronbach's Alpha value for each variable meets the requirements, namely greater than 0.70. It can be seen that the counterproductive work behaviour variable has a Cronbach's Alpha value of 0.893, then the distributive justice variable has a Cronbach's Alpha value of 0.908. Then, the work stress variable has a Cronbach's Alpha value of 0.948, and the job satisfaction variable has a Cronbach's Alpha value of 0.894. From the results of the processed data, it can be concluded that this research has reliable variables and has a high level of reliability.

3.4. Descriptive Statistical Analysis Test Results

Table 5. Descriptive Statistical Analysis Test Results

Research variable	Number of Valid Items	Invalid Number of Items	Minimum	Maximum	Average	Standard Deviation
Counterproductive Work Behavior	5	-	5	24	18.18	5,314
Distributive Justice	5	-	7	25	19,10	4,466
Job Stress	14	-	17	64	43.71	14,257
Job satisfaction	9	11	13	45	34.53	7,057

Source: Processed Data (2024)

Based on Table 5, according to the descriptive statistics formed, it can be seen that the counterproductive work behaviour variable was measured using 5 statement items, that the lowest score given by respondents in answering all statement items supporting the counterproductive work behaviour variable was 5, while the highest score was given. by respondents was 24. The overall average score given by respondents in answering all statement items that support the counterproductive work behaviour variable was 18.18, with a standard deviation of 5.314. Based on the average score obtained, counterproductive work behaviour is in the very high category.

Furthermore, for the distributive justice variable which was measured using 5 statement items, the lowest score given by respondents in answering all statement items supporting the distributive justice variable was 7, while the highest score given by respondents was 25. The average The overall score given by respondents in answering all statement items that support the distributive justice variable is 19.10 with a standard deviation of 4.466. Based on the average score obtained, it can be concluded that distributive justice behaviour is in the very high category.

Apart from that, for the work stress variable, which was measured using 14 statement items, the lowest score given by respondents in answering all statement items supporting the work stress variable was 17, while the highest score given by respondents was 64. The average Overall score given by respondents in answering all statement items that support the work stress variable was 43.71, with a standard deviation of 14.257. Based on the average score obtained, it can be concluded that work stress is in the high category.

Then, for the job satisfaction variable which was measured using 20 statement items, the lowest score given by respondents in answering all statement items supporting the job satisfaction variable was 13, while the highest score given by respondents was 45. The average was The overall score given by respondents in answering all statement items that support the job satisfaction variable was 34.53 with a standard deviation of 7.057. Based on the average score obtained, it can be concluded that job satisfaction is in the low category.

3.5. Hypothesis Test Results

Table 6. Hypothesis Test Results

Research variable	Regression Coefficients	Q	Sig	Alpha	Decision
(Constanta)	20,308	7,052	0,000	-	-
Distributive Justice	-0.528	-3,316	0.001	0.05	Accepted
Job Stress	0.242	5,345	0,000	0.05	Accepted
Job satisfaction	-0.077	-0.845	0.401	0.05	Rejected

Source: Processed Data (2024)

Based on Table 6, the results of hypothesis testing show that the constanta value produced in the test is 20.308. The results obtained show that the variables of distributive justice, work stress and job satisfaction are able to explain their influence on the variable of counterproductive work behavior in employees of PT.Bintang Toedjoe, Padang Branch, amounting to 20.308%.

At the summary stage of testing the hypothesis results, it can be seen that the distributive justice variable has a negative regression coefficient of 0.528 and a T value of -3.316 with a significance value of 0.001 which is smaller than the alpha value of 0.05. So the decision is that Ho is rejected and Ha is accepted. Thus, it can be concluded that it is proven that distributive justice has a negative effect on counterproductive work behavior in employees of PT.Bintang Toedjoe Padang Branch.

Furthermore, according to the summary of hypothesis testing results, it can be seen that the work stress variable has a positive regression coefficient of 0.242 and a T value of 5.345 with a significance value of 0.000, which is smaller than the alpha value of 0.05. So the decision is that Ho is rejected and Ha is accepted. Thus, it can be concluded that it is proven that work stress has a positive effect on counterproductive work behavior in employees of PT.Bintang Toedjoe Padang Branch.

Then, according to the summary of hypothesis testing results, it can be seen that the job satisfaction variable has a negative regression coefficient of 0.077 and a T value of -0.845 with a significance value of 0.401 which is greater than the alpha value of 0.05. So, the decision is that Ho is accepted and Ha is rejected. Thus, it is not proven that job satisfaction has a negative effect on counterproductive work behavior in employees of PT.Bintang Toedjoe Padang Branch.

3.6. Research Discussion

The results of testing the first hypothesis (H1) are that distributive justice has a negative effect on counterproductive work behavior. Therefore, the first hypothesis is accepted. These findings mean that the higher the level of distributive justice provided by the company to employees, the more likely these employees will be to not engage in counterproductive work behaviour. The results of this research are supported by research (Destriana and Dewi, 2021: Yogasari and Budiasih, 2019: Diah et al 2020) which found that distributive justice had a negative effect on counterproductive work behavior.

The results of testing the second hypothesis (H2) are that work stress has a positive effect on counterproductive work behavior. Therefore the second hypothesis is accepted. These findings can be interpreted as the higher the level of stress experienced by an employee, the more it will cause the employee to dominate in carrying out counterproductive work behavior as an escape from stress. The results of this research are in line with research (Ma & Li, 2019; Yu et al., 2019; Farrastama et al., 2019) which found that employees who experience work stress tend to show negative behaviour as a form of escape from the pressure experienced at work. Work.

The results of testing the third hypothesis (H3) are that job satisfaction has no effect on counterproductive work behavior. Therefore the third hypothesis is rejected. These findings can be interpreted as the higher the level of job satisfaction felt by employees, does not guarantee that employees will not engage in counterproductive work behavior. So it can be indicated that there are other factors that cause someone to be satisfied with their job but still carry out counterproductive work behavior. The results of this research are in line with research (Jin et.al., 2022; Czarnota, 2015) which found that the higher a person's job satisfaction, the more likely that person is to carry out counterproductive work behavior.

4. CONCLUSION

Based on the description of the statistical analysis and discussion explained in the previous chapter, several important conclusions are proposed which are answers to the problems posed in this research, namely:

1. Distributive Justice has a negative effect on counterproductive work behavior in employees of PT.Bintang Toedjoe Padang Branch.
2. Job Stress has a positive effect on counterproductive work behavior in employees of
3. PT.Bintang Toedjoe Padang Branch.
4. Job satisfaction does not affect counterproductive work behavior among employees of
5. PT.Bintang Toedjoe Padang Branch.

Research Implications

The conclusion of the hypothesis testing results is that there are important implications from this research which can be useful for:

1. Company leaders are expected to be able to maintain and improve the compensation and reward system designed with the principle of justice. It is known that transparency in the provision of salaries, bonuses and incentives is very important to prevent dissatisfaction which can trigger counterproductive work behavior. That way, company leaders can create a fairer work environment, increase employee satisfaction and motivation, so this can reduce counterproductive work behavior. This is not only beneficial for employee well-being but also for the company's productivity and long-term success.
2. Company leaders are expected to be able to assess and adjust employee workload to ensure that no one is overburdened. If the division of tasks occurs fairly and realistically, it can reduce stress caused by excessive workload. As well as being able to create a comfortable and supportive work environment, both physically and psychologically, to help employees feel more relaxed and less stressed.
3. Company leaders are expected to be able to increase employee job satisfaction and pay attention to employee welfare. By further ensuring open and transparent communication between management and employees. Employees who feel heard and appreciated tend to be more satisfied, and are able to improve a program in providing a clear career path and opportunities for professional development. Employees who see opportunities for growth tend to be more satisfied and less counterproductive.

Limitations And Suggestions For Further Research

In accordance with the conclusions from the hypothesis testing that has been carried out, there are still many weaknesses and limitations felt by researchers, including:

1. In this study, the research object chosen was a privately owned company operating in the pharmaceutical sector. It is recommended for future researchers to research state-owned companies in Indonesia, especially those operating in the pharmaceutical sector.
2. In collecting data, this research used a questionnaire. Therefore, the data collected only describes the opinions of employees of PT.Bintang Toedjoe Padang Branch regarding their

- performance, and researchers cannot control respondents' answers, thereby allowing the resulting data to have the opportunity for bias.
3. In this research, the concept of direct influence is used, it is recommended that future researchers use the concept of indirect influence, such as mediating variables or moderating variables.
 4. Due to the relatively small number of samples in this research, it is recommended for future researchers to increase the number of samples so that the generalization of research results is better and more precise.
 5. The job satisfaction variable is not recommended because many invalid statement items were found. It is recommended that future researchers choose other variables besides the job satisfaction variable.

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