

CHAPTER V

CONCLUSIONS AND IMPLICATION

A. Conclusions

Based on the test comes about and dialog as displayed, the taking after conclusions can be drawn:

1. Workload has a positive effect on counterproductive work behavior.
2. Distributive justice encompasses a direct (decrease) impact on counterproductive work behavior.

B. Implications of Research

Based on the comes about of the investigate dialog and conclusions drawn in this investigate, the taking after suggestions can be displayed:

1. Theoretical Implications
 - a. Social Exchange Theory in this study, represented by several factors, can explain counterproductive work behavior. The results of this study can also reinforce previous research related to counterproductive work behavior.
 - b. This inquire about can be utilized as a reference for assist inquire about that examines intrigued in utilizing bookkeeping applications or comparative subjects.
2. Practical Implications
 - a. The implications of this study suggest that high workload can contribute to increased counterproductive work behavior (CWB)

among employees. When employees are faced with excessive work demands, such as targets to be achieved inside and outside the office and urgent daily work, this can lead to stress and burnout. Although some employees feel that their workload is in accordance with standards, the accumulation of urgent tasks and pressure to achieve targets can trigger negative behaviors, such as procrastination, excessive use of company facilities, or even sabotage of coworkers' work. Therefore, it is important for management to monitor workload and provide adequate support to reduce the potential for counterproductive behavior that can harm the company.

- b.** The practical implications of this study suggest that distributive justice is essential in reducing counterproductive work behavior in the workplace. When employees feel that their work schedule, workload, and responsibilities are in accordance with their abilities and needs, and feel that their welfare is well taken care of, they are less likely to engage in negative behavior that can harm the company. The negative regression coefficient for distributive justice, at -0.348, indicates that a 1% increase in distributive justice results in a 0.348% decrease in counterproductive work behavior, while a 1% decrease in distributive justice leads to more counterproductive behavior. Distributive justice also moderates the impact of workload on counterproductive work behavior; higher distributive justice can reduce the negative effects of a heavy

workload. This suggests that fair distribution of resources and rewards can alleviate the adverse effects of high workload on employee behavior. Practically, ensuring fairness in task allocation, working hours, and employee welfare can prevent counterproductive behavior and enhance overall company performance and productivity.

- c. **Suggestions for management** include consistent implementation of distributive justice to ensure fair distribution of tasks and rewards, reduction of unreasonable workload, improvement of communication and support, and development of employee wellness programs. In addition, facilitation of training and skills development, as well as regular monitoring and evaluation of workload and distributive justice are essential to creating a positive work environment and reducing counterproductive behavior.

C. **Limitation of Research**

This study makes an important **contribution** by identifying the effect of workload on counterproductive work behavior and demonstrating that distributive justice can mitigate the negative impact of high workload. The findings highlight the moderating role of distributive justice in reducing counterproductive behavior, providing valuable insights for fairer managerial policies. However, this study faces **limitations** in the survey method used, such as the short collection time and busy schedule of respondents, as well as the use of closed-ended questions that limit the depth of information obtained. A major **weakness** is the limited variety of data that

can be captured by the survey. For future research, it is recommended to use additional methods such as in-depth interviews or focus groups, as well as include open-ended questions in the survey. Extending the data collection period and considering additional variables may also provide a more comprehensive picture of the relationship between workload, distributive justice, and counterproductive work behavior.

