

### **Intisari**

Penelitian ini bertujuan untuk menguji pengaruh bias sentralitas dalam evaluasi kinerja subjektif terhadap dua perilaku kerja, yakni kemauan menambah upaya kerja dan intensi retaliasi, dengan peran mediasi persepsi keadilan prosedural. Selain itu, penelitian ini juga menguji pengaruh tingkat kesulitan tugas pada hubungan kausalitas tersebut. Metoda penelitian yang digunakan adalah eksperimen tugas upaya nyata dengan desain keseluruhan  $2 \times 2 \times 2$  antarsubjek. Bias sentralitas dan tingkat kesulitan tugas masing-masing dimanipulasi menjadi dua kelompok. Sedangkan tingkat kinerja dibagi berdasarkan rerata kinerja hasil tugas upaya nyata. Partisipan adalah 162 mahasiswa S1 Akuntansi dan Manajemen. Data eksperimen diuji menggunakan MANOVA dan regresi makro PROCESS untuk mengetahui pengaruh langsung maupun tidak langsung bias sentralitas. Hasil penelitian menunjukkan bahwa bias sentralitas berpengaruh negatif terhadap kemauan menambah upaya kerja melalui persepsi keadilan prosedural dan berpengaruh positif langsung terhadap intensi retaliasi. Tingkat kesulitan tugas ditemukan tidak berpengaruh pada hubungan kausalitas bias sentralitas, persepsi keadilan prosedural, dan dua variabel dependen tersebut. Hasil ini mengindikasikan bahwa bias sentralitas berpotensi memiliki dampak negatif yang serius kepada evaluator maupun organisasi, yakni menyebabkan timbulnya intensi perilaku kontraproduktif, dan efek tersebut sama di berbagai tingkat kesulitan tugas. Penelitian ini sejalan dengan teori kognisi referen (RCT) dalam menjelaskan mekanisme psikologis persepsi keadilan prosedural dan perilaku kerja karyawan atas adanya perlakuan dan prosedur yang tidak adil.

Kata kunci: bias sentralitas, intensi retaliasi, teori kognisi referen, tugas upaya nyata, keadilan prosedural, upaya kerja

### **Abstract**

This study aims to investigate the effect of centrality bias in subjective performance evaluation on two employees work behaviors they are a willingness to exert work effort and retaliation intention. Furthermore, this study also seeks to examine the effect of the level of task difficulty on those variables' causal relationship. This study uses  $2 \times 2 \times 2$  between-subject real-effort task experimental design. Centrality bias and level of task difficulty are respectively manipulated into two groups. While the level of performance is divided based on the average of real-effort task results. Participants in this experiment are 162 Accounting and Management undergraduate students. The experimental data is examined by using MANOVA and PROCESS macro regression to analyze the direct and indirect relationship. The results show that centrality bias negatively affects willingness to exert work effort through perceived procedural fairness and positively affects retaliation intention. The level of task difficulty is found insignificantly affects the causal relationship between centrality bias, perceived procedural fairness, and those dependent variables. These results indicate that centrality bias potentially has a serious negative effect towards either evaluator and/or organization, i.e. arising intentions of counterproductive work behaviors, and those effects are similar in all level of task difficulty. This study is in line with Referent Cognitions Theory (RCT) in explaining the perceived procedural fairness psychological mechanism and work behavior resulted by the existence of unfair treatment and procedure.

**Keywords:** centrality bias, retaliation intention, referent cognitions theory, real-effort task, procedural fairness, work effort