



# Controlling Workplace Deviant Behavior through the Role of Organizational Justice and Job Satisfaction as Mediation in Islamic Colleges Purwokerto City

A. S. Salsabil <sup>a\*</sup>, F. Bagis <sup>a\*</sup>, A. Darmawan <sup>a</sup>  
and I. Y. Rahmawati <sup>a</sup>

<sup>a</sup> Management Study Program, Faculty of Economics and Business, Muhammadiyah University, Purwokerto, Indonesia.

## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

## **Article Information**

DOI: 10.9734/SAJSSE/2023/v20i4750

## **Open Peer Review History:**

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/110796>

**Original Research Article**

**Received: 02/11/2023**  
**Accepted: 19/12/2023**  
**Published: 23/12/2023**

## **ABSTRACT**

**Aims:** The aim of this study is to controlling workplace deviant behavior in employees at the Islamic Colleges, by linking the variables of organizational justice and job satisfaction.

**Study Design:** The use of methods using descriptive quantitative. Sample acquisition using quota sampling technique and then tested using the Smart PLS Application.

**Place and Duration of Study:** This research was conducted on employees at Islamic Colleges totaling 216 respondents and a population of 547 administrative employees for more than 1 month, starting from October 18, 2023.

\*Corresponding author: Email: fatmahbagis2014@gmail.com;

**Methodology:** The demographic conditions of all respondents resulted in a sample of 216 respondents, including 116 men, and 100 women, with a dominant age of 20 - < 30 years, the dominant education is S1, the dominant length of work is around 1 - 3 years with the majority of employee status is permanent employees.

**Results:** Organizational Justice has a negative and insignificant effect on Workplace Deviant Behavior (Not Accepted), with an original sample of -0.132 and a p value of (0.338 > 0.05). Job Satisfaction has a negative and insignificant effect on Workplace Deviant Behavior (Not Accepted), with an original sample of -0.125 and a p value of (0.302 > 0.05). Organizational Justice has a significant positive effect on Job Satisfaction (Accepted), with an original sample of 0.449 and a p value of (0.000 < 0.05). Job Satisfaction cannot mediate the relationship between Organizational Justice and Deviant Behavior in the Workplace (Not Accepted), with an original sample of -0.056 and a p value of (0.316 > 0.05) which means it is not significant.

**Conclusion:** This finding indicates the presence of deviant behavior in the workplace. Although leaders treat employees according to moral and ethical standards so that employees are satisfied with their jobs, it may reduce workplace deviant behavior but not significantly.

*Keywords: Islamic colleges; job satisfaction; organizational justice; workplace deviant behavior.*

## 1. INTRODUCTION

Universities are currently developing into an industry that provides educational services to the community [1]. Like an industry, it is required to provide educational services to students with the best quality, so as to produce output and outcomes in accordance with the educational goals that have been outlined [1]. A reflection of the high quality of human resources can be seen from the performance of employees, because this is important and has the potential to achieve organizational goals [2]. Because people spend a lot of time interacting with one another at work, the workplace is a place where employees are seen to behave in various productive ways to achieve common goals. However, some employee behavior is unpredictable, which is why controlling employee behavior is a major concern for authorities [3]. Based on the results of interviews with the Head of Civil Service and Head of the Human Resources Bureau at the Islamic University of Purwokerto City, it was still found that several employees had committed irregularities in the workplace in the last 3 months. If this is not handled immediately, it will have an impact on weakening the rules that should be implemented consistently. In order for an organization to survive, the organization must continue to improve the quality of human resources and the quality of relationships both internally and externally as a way to face change and win competition [2]. Organizations therefore prefer workers who fulfill their positions' obligations and do not cause harm to the workplace [4].

Harmful behavior can cause undesirable losses to the organization and is considered deviant [3].

Baharom et al. [5], when negative behavior is disclosed, it can result in substantial financial burdens from absenteeism, time and resource abuse, property theft and destruction, low-quality work, withholding effort, turnover, harassment of others, favoritism, and unethical verbal and physical acts [6]. Many organizations are conscious of how deviation affects their performance and know that in order to stay competitive, they must minimize workplace deviation [7]. By definition, deviant behavior in the workplace is voluntary behavior that goes against organizational norms in a significant way and thus can affect the well-being of the organization and its members [8]. Deviance in the workplace is one of the important problems in Bannet and Robinson (2003) organizational behavior. The variety of deviations and various reasons that cause dysfunction in the workplace make this problem one of the important topics in organizational behavior [4]. Counterproductive work behavior revolves around violations of organizational norms and regulations, such as organizational fraud, production irregularities, and sabotage [9]. Deviance in the workplace is considered one of the behaviors that is most detrimental to employee productivity and efficiency in the workplace, and organizational justice has the impact of minimizing or preventing the occurrence of deviance in the organization [4].

Organizational justice is considered to be the main predictor related to job satisfaction and deviant behavior, because if the organization is considered unfair, then employees will show deviant attitudes and behavior [8]. According to Greenberg (1990), the principles of organizational justice have been recognized as

the basis for running an organization effectively and ensuring that employees' personal needs can be met [10]. By increasing justice and fairness in the organization, employees who tend to commit deviations in the organization will decrease [4]. Modern organizations seek to gain competitive advantage through human strengths [11]. Organizational efficiency and maximum employee results in a competitive workplace require several factors that have an impact on improving employee performance and job satisfaction in the workplace [4]. Colquitt et al. [12] said that the relationship and impact of distributive justice, procedural justice, interactional justice, job satisfaction, and workplace deviance have been explored individually by many researchers [4]. The phenomenon researched by Baig, and Ullah (2017) states that modern organizations are trying to gain competitive advantage through human power, unfortunately staff are involved in deviant activities in almost every organization and workplace deviance can be a major threat that can affect organizational efficiency, and some Most of these deviant practices are caused by unfair events that arise in the organization and ultimately reduce employee satisfaction. This is in line with research conducted by Abdullah and Marican (2017), which states that deviant behavior is a practice that is outside the normal norms of an organization [11].

Study which is conducted by Malik, Sinha, & Goel (2021), also concluded that organizational justice is the dominant antecedent in various forms of factors, namely Dispositional Factors (Personality and related attributes, as well as perceptions and attitudes) and Situational Factors (macro-level organizational factors), which are related to many things and influence the occurrence of counterproductive work behavior if. Although job satisfaction is an antecedent of counterproductive work behavior, its correlation will be stronger in organizational counterproductive work behavior (Penney, & Spector, 2002; Chen & Spector, 1992; Fox & Spector, 1999). Job satisfaction is an antecedent in the form of Dispositional Factors (Perceptions and Attitudes) and Situational Factors (Macro Level Organizational Factors) (Malik, Sinha, & Goel, 2021). Therefore, organizational justice and job satisfaction are closely related to counterproductive work behavior, as shown by several previous research results [13].

This is also similar to research Rosid et al. [8] which concludes that organizational justice has a significant negative direct influence on deviant behavior in the workplace, then the organizational justice variable also has a direct positive influence on job satisfaction. Research conducted by Abbasi et al. [14], states that the results of the three aspects of organizational justice do not all have a significant effect, interactional justice and distributive justice influence workplace deviance through job satisfaction, but the effect of procedural justice on workplace deviance and job satisfaction is not significant. Findings Obalade et al. [15] also revealed that procedural justice has a significant and increasing influence on both organizational and interpersonal deviance. On the other hand, interpersonal justice has a significant effect on organizational deviance, while interactional and distributive justice do not determine workplace deviant behavior. From several studies, it is proven that job satisfaction as a mediator in the relationship between organizational justice and deviant behavior in the workplace can help management in developing organizational justice strategies to avoid deviant behavior at work in the organization. However, Czarnota-Bojarska [16] examining the same variables produces conflicting analysis results, namely that a low level of satisfaction does not guarantee that it will increase deviant behavior in the workplace. Researchers realize that workplace deviance is a significant problem in an organization.

Therefore, this study attempts to re-examine the impact of organizational justice on deviant behavior in the workplace with the mediation of job satisfaction, and to verify whether job satisfaction mediates between organizational justice and deviant behavior in the workplace. This research is a replica of research conducted by Abbasi (2020), who previously researched SME employees at several companies in Malaysia. Meanwhile, the research that the researcher conducted was aimed at a different service sector, namely employees of Islamic universities in Purwokerto City who focused on the administration sector. The results of this research can be useful for managers and supervisors in monitoring employees at the Purwokerto City Islamic College in order to help improve organizational justice and employee job satisfaction to reduce deviant behavior in the workplace.

## 2. MATERIALS AND METHODS

### 2.1 Materials

#### 2.1.1 Social exchange theory

This research is based on the Social Exchange Theory proposed by Homans [17] namely the exchange of activities, both tangible and intangible, between two parties that are useful or less useful and require costs. Theoretically, reciprocal exchange between workers and entrepreneurs is based on Social Exchange Theory [18]. The Social Exchange Theory, as defined by Shore et al. (2009), describes the behavior and attitudes that people exchange with one another in the workplace, including interactions and exchanges with coworkers, supervisors, organizations, and teams, as well as interactions and relationships themselves. It also describes the motivation behind these exchanges [4]. According to Blau (1968), the central tenet of social exchange theory is that those engaged uphold exchange relationships with others in the hopes that these will be advantageous Abbasi, Baradari & Hashim [4]. Chaudhary et al. [6], argues that a basic understanding of reciprocal exchange forms the basis of the relationship between an employer and employee.

Social Exchange Theory's fundamental premise is that relationships grow over time into mutual trust, loyalty, and commitment; in order for this to happen, parties must abide by certain exchange "rules" [18]. Cropanzano & Mitchell [18] explains that the effects of equal opportunities and attitudes (such as fairness and job satisfaction) are strengthened by ideological exchange (Witt, 1991). It also increases people's sensitivity to organizational politics, which in turn affects their intention to stay in the organization (Andrews, Witt, & Kacmar, 2003). In research [6], according to the Social Exchange Theory, employees and business owners form a relationship in which each party's actions have an impact on the other (Blau, 1964; Guay et al., 2016). An employee may behave harshly and exhibit deviant behavior if they believe their employer does not adequately value their efforts (Loi et al., 2020). Study Chaudhary et al. [6] Also contains a quote from research by Estreder et al., (2020) which claims that Social Exchange Theory also relates to a perspective on justice, workers who feel grateful if their employer reciprocates and who have faith in the company to fulfill its commitments. When rewards and penalties were

introduced into an organization, the idea of organizational justice was first introduced. Later, it was expanded to include human relationships and interactions in addition to the same procedures and regulations [11]. Atkinson, et al., (2018), employees act abnormally to correct the situation if they believe their promises are not being kept. The intricate nature of employee-employer relationships can be attributed to a variety of factors, including the severity and spiral of infractions, which can make it more difficult for employees to engage in proactive behaviors like taking the initiative [6].

#### 2.1.2 Organizational justice and workplace deviant behavior

Organizational justice is defined by Al A'wasa (2018) as the act of treating employees by an organization in accordance with the efforts they have made to achieve employee and organizational goals [11]. There are three main forms of organizational justice, namely distributive justice, procedural justice, and interactional justice, while interactional justice is classified into two components, namely interpersonal justice and information justice [10]. Colquitt et al. [12] gave rise to a further classification that forms of justice fall into four categories, namely distributive, procedural, interpersonal and informational justice [10]. Procedural justice describes how an organization's procedures are perceived to be fairly designed and how fairly these processes are used in determining the allocation of outcomes [19]. Distributive justice describes the perception of the fairness of the distribution of rewards [20]. Interactional justice describes how employees perceive they are treated fairly by decision makers with respect and dignity. Informational justice defines how employees perceive they are adequately informed of procedures that affect them [10]. It refers to the explanation of why certain procedures are used and why certain rewards are distributed as they are, how employees perceive these explanations as honest and adequate leading to various forms of behavioral outcomes [12].

In research conducted by Haldorai et al. [21], states that when employees feel that their workplace is unfair, it will trigger negative feelings such as dissatisfaction, distrust, and stress, or one of the worst is sabotage. This negative attitude then leads to deviant behavior in the workplace which has an impact on individuals and organizations [21]. This deviant

behavior may occur more often because of the perception that they have been treated unfairly at work [22]. Nonetheless, it is evident that those who spend a lot of time in organizations realize that people often behave in ways that violate established norms [3]. It seems that more and more research is taking objects in companies, for example research Rosid et al. [8], the results show that organizational justice has a significant negative influence on deviant behavior in the workplace. Colquitt et al., (2005) said many researchers attempted to link distributive justice, procedural justice, and interactional justice with workplace deviance, but the cumulative effect of these variables on workplace deviance requires more study [3]. From the results of the analysis Abbasi, Baradari & Hashim [4] produces a negative and significant relationship between organizational justice and deviant behavior in the workplace. However, this is not in line with research conducted by Sabokro et al. [23] which produces positive results between job satisfaction and deviant behavior in the workplace. With the findings of this gap research, the relationship between Organizational Justice and Workplace Deviant Behavior in Hypothesis 1 is examined.

**H1: There is a negative relationship between Organizational Justice and Workplace Deviant Behavior**

**2.1.3 Job satisfaction and workplace deviant behavior**

Job satisfaction is a feeling of good or bad that an individual has towards his or her job [24]. Lee & Chang (2008) state that job satisfaction is the extent to which organizational members have a positive affective orientation towards their work in the organization, referred to as job satisfaction [14]. In simple words, job satisfaction is defined as a person's general approach towards his work [14]. Judge, Thoresen, Bono, & Patton (2001), defines job satisfaction as a pleasant or positive emotional state resulting from an assessment of a person's work or work experience [3]. Although job satisfaction is formed according to individual and job characteristics, according to Adams and Bond (2000), specifically the components of the work environment guide the level of job satisfaction [25]. Meanwhile, according to Locke (1969), job dissatisfaction is an unpleasant emotional state resulting from an assessment of one's work, or as something that contains negative values [26]. Job satisfaction is the attitude and

feelings of employees towards their work and working conditions [27].

From a conceptual perspective and based on inductive reasoning, it can be concluded that individuals who have a negative assessment of their work or work experience will be more likely to commit workplace deviance [3]. Deviance in organizations has different characteristics, but often has negative outcomes and consequences for the organization, sometimes affecting employee productivity and efficiency [3]. Robinson & Bennett [28] identified the following as markers of deviant behavior: 1) Production, or behavior that deviates from norms that specify the minimal standards of work that must be met. 2) Politics, or social behavior that disadvantages the political or personal standing of employees of other parties. 3) Property, conduct involving the request or reduction of goods, property, or company assets without authorization. 4) Personal aggression, which includes actions that show antisocial attitudes or are unwelcoming to coworkers [29]. In research put forward by Abbasi, Baradari & Hashim [4] many studies have proven that some employees are dissatisfied and those who do not like their work environment even though they sometimes react to it [30]. As research found by Anis & Emil [31] found that job satisfaction plays an important role because it can reduce or even eliminate deviant behavior in the workplace, so a less stressful workplace will increase employee satisfaction and help reduce deviant behavior. Ali Abbasi, Baradari & Hashim [4] measuring the analysis of the relationship between job satisfaction and deviant behavior in the workplace which has a negative and significant effect. This is not in line with the research put forward by Czarnota-Bojarska [16] and Nemteanu & Dabija [32] which produces a positive influence. With the findings of this gap research, the relationship between Job Satisfaction and Workplace Deviant Behavior in Hypothesis 2 is examined.

**H2: There is a negative relationship between job satisfaction and workplace deviant behavior**

**2.1.4 Organizational justice and job satisfaction**

Organizational justice is defined as the perception of how fairly or unfairly the organization treats them (Lambert EG, Cheeseman, 2023; 28(1): 35-47) [33]. Organizational justice is a perceptual framework

for evaluating the allocation of rewards and allocative processes and procedures according to Sweneey, and Mc Farlin (1993) which is included in research [34]. According to Greenberg (1987), organizational justice originates from efforts to examine the role of justice in effective organizational operations [10]. With the existence of organizational justice, if employees feel happy or unhappy with the organization, it will give them motivation to work hard and lead to a decrease in employee dysfunction in the workplace [4]. Organizational justice as personal evaluation of managerial behavior, ethics, and moral status [35]. Organizational justice has significant benefits for both employers and employees, including increased self-confidence and loyalty, increased work efficiency, increased beneficial citizenship behavior, increased happiness and reduced conflict [36]. Understanding organizational equity or fairness in performance appraisal practices is very important for organizations because it is related to employers' job satisfaction and loyalty to the organization, as well as their ability to seek employment elsewhere [36].

Brockner & Wiesenfeld [37] states that organizational justice influences individual satisfaction with the results of each decision so that employees will develop attitudes towards work, the organization and others as a result of performance [38]. In research [39], states that job satisfaction describes how employees feel about a job [40]. Methodologically, job satisfaction is defined as a person's affective reaction employees towards a job, based on a comparison of actual results and desired results [40]; Robbins and Hakim, 2013). Job satisfaction is often measured by extrinsic and intrinsic values or rewards (O'Reilly and Caldwell, 1980; Chuang et al., 2009; Goetz et al., 2012; Zopiatis et al., 2014; Ryan and Deci, 2020). Extrinsic value includes visible aspects such as wages, job benefits, networks, and bonuses. Intrinsic values include status, a sense of achievement, the ability to interact with other people, self-esteem, accumulated knowledge or skills, and the ability to utilize and express creativity (Spektor, 1997; Chuang et al., 2009; Zopiatis et al., 2014). These extrinsic and intrinsic values are often used as a basis for evaluating the multidimensional construct of job satisfaction (Lyondkk., 2003; Chuang et al., 2009; Zopiatis, et al., 2014). From this explanation, it is proven that organizational justice has a positive influence on employee job satisfaction.

There is research that shows that organizational justice has a positive and significant relationship with employee job satisfaction, such as research studied by Yuwono et al. [41] which revealed that Organizational justice is an important part of an organizational process that will have an influence on employees in achieving job satisfaction. However, in research conducted by Sani [42] results that organizational justice has no effect on job satisfaction. With the findings of this gap research, the relationship between Organizational Justice and Job Satisfaction in Hypothesis 3 is examined.

### **H3: There is a positive relationship between Organizational Justice and Job Satisfaction**

#### **2.1.5 Mediating effect of job satisfaction**

Job satisfaction is one of the most widely discussed and key constructs in the organizational behavior literature because companies achieve their desired goals and objectives through satisfied workers [43]. Job satisfaction is an employee's feeling of satisfaction or dissatisfaction with the work they do at a company, which includes job demands, co-workers, organizational rules and policies, all of which are summarized in organizational culture [44]. A high level of employee satisfaction is very important for the growth and efficiency of an organization [45]. When workers show satisfaction with their jobs, they show great trust in their employers and are willing to work extra hard for the employer and avoid behavior that is detrimental to the organization [46]. Yu, et al., (2019) identified that there are 3 factors that influence an employee's job satisfaction, both intrinsically and extrinsically, which are categorized as personal, organizational and environmental [26]. In research Irfan [47], Robbins and Coulter (2016) identified five indicators that measure job satisfaction: (1) hot forms of work; (2) the kind of supervision provided by the leadership; (3) receiving wages earned by employees; (4) the potential for promotion; and (5) relationships with coworkers. Unhappiness with one's job can increase the likelihood of workplace misconduct [48]. With its high prevalence among companies, deviant behavior in the workplace is an important research domain that not only highlights the deviant behavior of employees working in organizations, but also reflects how such employee behavior impacts the health of the organization [49].

This idea is strengthened by several studies that examine the relationship between job satisfaction and deviant behavior in the workplace and also other supporting variables, such as research conducted by Harouni & Cheshmeh [50] which results that work stress has a direct effect on deviant behavior in the workplace, and job satisfaction mediates this effect. Study Abbasi et al. [14], produce research shows that interactional justice and distributive justice influence workplace deviance through job satisfaction, however, the effect of procedural justice on workplace deviance or job satisfaction is not significant. Therefore, if avoiding workplace deviance is a top priority for a leader, it is critical to formulate policies and practices that help improve perceptions of distributive justice and interactional justice. Based on the discussion in the research [13], behavior counter productive work, organizational justice, and job satisfaction, as well as the nature and strength of the relationship between these variables, it can be concluded that organizational justice and job satisfaction can be improved in order to reduce counterproductive work behavior in organizations. To some extent, research findings indicate that the nature and strength of the relationship between organizational justice and job satisfaction in counterproductive work behavior varies widely, implying that job satisfaction may play a mediating role in the relationship between organizational justice and counterproductive work behavior. Sims (2002) said that employees who are highly satisfied with their jobs are more likely to remain committed to the rules and norms set by their organization and are less likely to engage in deviant behavior at work [31]. Therefore, researchers want to re-examine whether job satisfaction is able to mediate between organizational justice and

deviant behavior in the workplace using objects at the Purwokerto City Islamic College employees. Hereby, Hypothesis 4 is examined.

**H4: Job Satisfaction Mediates the Relationship between Organizational Justice and Workplace Deviance**

**2.2 Methods**

The proportional quota sampling technique was employed in this study, which is characterized as a non-random sampling approach predicated on the researcher's set quota (Suliyanto, 2018:226). The Slovin formula was used to calculate the known population for this study, which included 216 respondents who worked as employees of Islamic College in Purwokerto City. The margin of error for this calculation was set at 5%. This study employed a questionnaire for sampling, which was done both directly and indirectly using two models: a hardfile questionnaire and a sofffile questionnaire (Google form).

The sociodemographics and job profiles of respondents reported by researchers include university of work, position/field, gender, age, employee status, highest level of education and length of service and salary. This study uses a 5 point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Based on a review of deviant behavior in the workplace, the variable scale is based on a 2 factor model according to Robinson & Bennett [28] with a total of 19 statement items used in this research, including 12 items measuring organizational deviation (Organizational Deviant) and 7 items measuring interpersonal deviation (Interpersonal Deviant) [39]. The job satisfaction variable is measured



**Fig. 1. Conceptual model**

using a questionnaire with a reference from Fernandes and Awamleh (2006) totaling 7 items [39]. And the organizational justice variable uses 20 items from Niehoff and Moorman, 1993 and has three subsets, including distributive justice (Distributive Justice) measured with 5 items, procedural justice (Procedural Justice) measured with 6 items, and interactional justice (Interactional Justice) measured with 9 items [39].

### 3. RESULTS AND DISCUSSION

Reporting the results of data analysis in this research includes descriptive statistics, measurement assessments, and structural models using the Structured Equation Modeling (SEM) application based on Partial Least Square (PLS). Therefore, the purpose of this section is to test the hypothesis and provide detailed data analysis results to provide a tool for human resource managers in decision making.

The results of this analysis calculate the percentage of the results of the overall demographic condition of employee respondents at the university studied so that the calculation is

evenly distributed using the Quota Sampling Technique. The focus of this research object is employees who work in the administrative sector spread across several bureaus and faculties at the Islamic University of Purwokerto City. As a result, on the identity of employees at University A, the respondents produced data that was more dominant. And respondents who identify as male dominate the analysis results. The age group that dominates in the descriptive analysis table indicates that the age ranges between 20 - < 30 years, and the most dominant education is from Bachelor's Degree. The dominant length of work is around 1 – 3 years with the majority of employees being permanent employees, with an average income equal to or meeting the regional minimum wage.

#### 3.1 Structural Model Analysis

Fig. 2's analysis results indicate a R Square value of 0.049, indicating a 4.9% influence of Job Satisfaction and Organizational Justice on the workplace deviant behavior variable. In the meantime, the R Square value of 0.201 indicates a 20.1% influence of organizational justice on job satisfaction.

**Table 1. Demographic profile**

| Descriptive Analysis Table |                               |           |            |
|----------------------------|-------------------------------|-----------|------------|
| Group/Identity             |                               | Frequency | Percentage |
| <b>University</b>          | A University                  | 125       | 57.87      |
|                            | B University                  | 61        | 28.24      |
|                            | C University                  | 30        | 13.88      |
| <b>Gender</b>              | Man                           | 116       | 53.70      |
|                            | Woman                         | 100       | 46.29      |
| <b>Age</b>                 | 20 - < 30 Years               | 98        | 45.37      |
|                            | 30 - < 40 Years               | 59        | 27.31      |
|                            | ≥ 40 Years                    | 59        | 27.31      |
| <b>Education</b>           | High school/equivalent        | 22        | 10.18      |
|                            | D3 Diploma                    | 8         | 3.70       |
|                            | Bachelor degree)              | 160       | 74.07      |
|                            | Bachelor s2)                  | 25        | 11.57      |
|                            | Bachelor (S3)                 | 1         | 0.46       |
| <b>Length of working</b>   | 13 years old                  | 87        | 40.22      |
|                            | > 35 years old                | 50        | 23.14      |
|                            | > 5 – 7 Years                 | 28        | 12.96      |
|                            | > 7 – 10 Years                | 1         | 0.46       |
|                            | ≥ 10 Years                    | 50        | 23.14      |
| <b>Employee status</b>     | Permanent employees           | 150       | 69.44      |
|                            | Contract employees            | 66        | 30.55      |
| <b>Wages</b>               | Rp. 2,000,000 – Rp. 2,500,000 | 123       | 56.94      |
|                            | Rp. 2,500,000 – Rp. 3,000,000 | 56        | 25.92      |
|                            | Rp. 3,000,000 – Rp. 3,500,000 | 14        | 6.48       |
|                            | Rp. 3,500,000 – Rp. 4,000,000 | 14        | 6.84       |
|                            | > Rp. 4,000,000               | 9         | 4.16       |



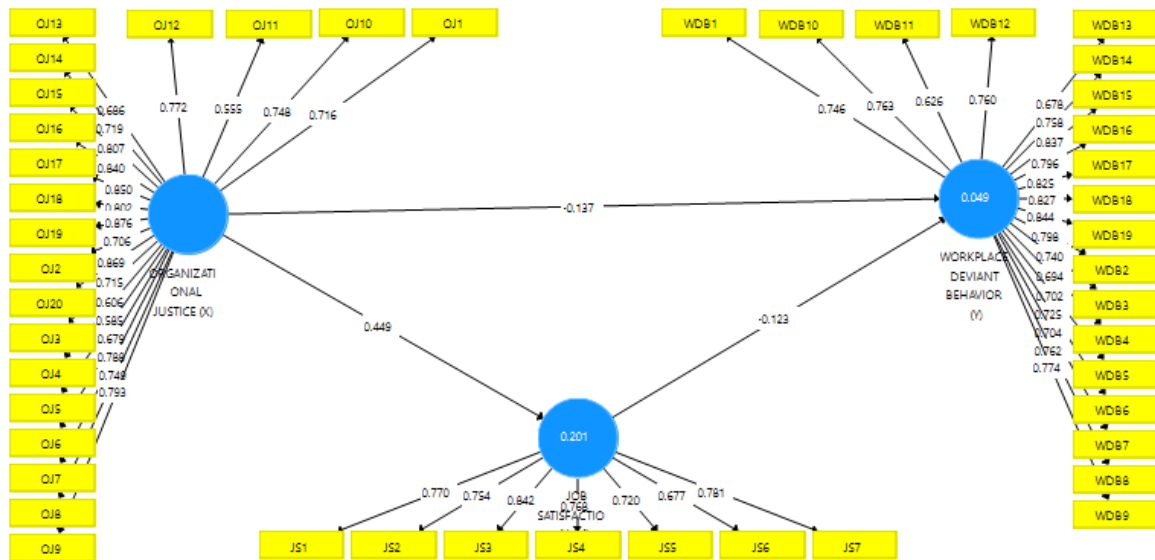


Fig. 2. Outer model

### 3.2 Convergent Validity

In Table 2 it is shown that the Loading Factor value of each statement item is  $> 0.50$ . According to Bagozzi, and Yi [51], an outer loading value of 0.50 or more is considered to have fairly strong validity. The convergent validity test in research uses a reflective indicator measurement model which is assessed based on the factor loading of the indicators that measure the construct [8]. It can be said that all statement items are valid.

Table 2's data demonstrates that all of the statement items' factor loadings have values greater than 0.5. It is clear from the loading results that the construct satisfies the requirements and has good convergent validity.

### 3.3 Reability and Validity Test

Cronbach's alpha and composite reliability, two metrics from the block of indicators that gauge the construct, are also used to gauge the construct reliability test. The findings from the Cronbach's alpha and composite reliability tests are displayed in Table 3.

Table 3 presents the analysis results, which indicate that the variables of workplace deviant behavior and organizational justice have Cronbach's alpha and composite reliability values greater than 0.70. Every variable's AVE value is greater than 0.50. All variable constructs are deemed valid and reliable, it can be concluded.

### 3.4 Hypothesis Test

The test results on the Smart Partial Least Square path coefficient for all latent constructs in the Workplace Deviant Behavior variable are positive. However, in this case the actual value is negative, because the research instrument on the Workplace Deviant Behavior construct statement item questionnaire is the opposite.

#### 3.4.1 The influence of organizational justice on workplace deviant behavior

The first hypothesis testing was carried out to see the influence of Organizational Justice on Workplace Deviant Behavior in table 4. This is shown by the original sample value in this study of -0.137 and the p value of (0.298  $>$  0.05) which proves that the Organizational Justice analysis has a negative but not significant effect on Workplace Deviant Behavior. Supposedly, the better an organization pays attention to organizational justice, the more it will prevent deviant behavior in the workplace. Employees who feel that their organization does not support their goals honestly may find themselves in difficult and time-consuming situations [52]. Principles of organizational effectiveness should be closely followed in order to minimize employee stress in the workplace because they can have a positive impact on employees' emotions, productivity, and well-being [8].

**Table 2. Loading factor test results**

| <b>Variable</b>  | <b>Outer Loading</b> |
|--|----------------------|
| <b>Organizational Justice</b>  |                      |
| OJ1 My work hours are reasonable.  | OJ1                  |
| OJ2 I think my pay scale is appropriate.   | OJ2                  |
| OJ3 I consider my workload fair enough.  | OJ3                  |
| OJ4 In general, the incentives I was given at work were reasonable.  | OJ4                  |
| OJ5 I feel that I am responsible for my work.  | OJ5                  |
| OJ6 Superiors make biased decisions about employment.  | OJ6                  |
| OJ7 Prior to making any employment decisions, my boss ensures that all employee concerns are taken into consideration. | OJ7                  |
| OJ8 My supervisor gathers precise and comprehensive data in order to make hiring decisions.                            | OJ8                  |
| OJ9 When the employee asked for more information, my boss gave clarification on the choice.                            | OJ9                  |
| OJ10 Every employee who is impacted by an employment decision is treated equally.                                      | OJ10                 |
| OJ11 Workers have the right to contest or appeal decisions made by superiors regarding their employment.               | OJ11                 |
| OJ12 My boss is kind to me and always takes my needs into consideration when making decisions about my work.           | OJ12                 |
| OJ13 My boss respected me and kept my self-esteem intact when decisions were made about my work.                       | OJ13                 |
| OJ14 My supervisors are considerate of my personal needs when making decisions about my work.                          | OJ14                 |
| OJ15 My boss is fair and courteous when it comes to making decisions about my work.                                    | OJ15                 |
| OJ16 My employer considers my rights as an employee when making decisions concerning my employment.                    | OJ16                 |
| OJ17 The decision taken regarding my job, the boss discussed with me and implied the decision.                         | OJ17                 |
| OJ18 My supervisor gave sufficient explanations for the choices she made about my job.                                 | OJ18                 |
| OJ19 When making decisions about my work, my boss gave me explanations that made me confident and reasonable.          | OJ19                 |
| OJ20 My supervisor thoroughly explained every choice they made about my employment.                                    | OJ20                 |
| <b>Job Satisfaction</b>  |                      |
| JS1 I am generally happy with the job I have.  | JS1                  |
| JS2 At work, I think my opinions are valued.   | JS2                  |
| JS3 The majority of employees in this field are quite happy with their jobs.   | JS3                  |
| JS4 I'm happy with the respect I've received for my efforts.   | JS4                  |
| JS5 In comparison to similar positions at other companies, I am happy with the salary I was given.                     | JS5                  |
| JS6 I am content with the interpersonal dynamics between managers and staff.   | JS6                  |
| JS7 I'm happy with how the manager treats his staff.   | JS7                  |
| <b>Workplace Deviant Behavior</b>  |                      |
| WDB1 I often take possessions from work without permission.  | WDB1                 |
| WDB2 I spend a lot of time daydreaming and fantasizing instead of working.   | WDB2                 |
| WDB3 I often forge receipts to get reimbursed for more money than I spend on the business.                             | WDB3                 |

| Variable |  | Outer Loading |
|----------|--|---------------|
| WDB4     | I took longer breaks than the allotted time at work.                                       | WDB4          |
| WDB5     | I often arrive late to work without permission.  | WDB5          |
| WDB6     | I often litter the workplace environment.  | WDB6          |
| WDB7     | I often ignored instructions from my boss.   | WDB7          |
| WDB8     | I do work slower than I should.  | WDB8          |
| WDB9     | I frequently share private company information with uninvited parties.                     | WDB9          |
| WDB10    | I often use illegal drugs and consume alcohol while working.                               | WDB10         |
| WDB11    | Put a little effort into your work.  | WDB11         |
| WDB12    | I often put off my work to get overtime.   | WDB12         |
| WDB13    | I often make fun of someone at work.   | WDB13         |
| WDB14    | I often say something hurtful to someone while at work.                                    | WDB14         |
| WDB15    | I often discriminate based on ethnicity, religion, and ethnicity or race in the workplace. | WDB15         |
| WDB16    | I often curse someone at work.   | WDB16         |
| WDB17    | I often make fun of someone when I'm at work.  | WDB17         |
| WDB18    | I often act rudely towards someone at work.  | WDB18         |
| WDB19    | I often embarrass someone in public while at work.   | WDB19         |

**Table 3. Construct reability and validity**

|                                | Cronbach Alpha | rho_A | Composite Reability | Average Variance Extracted (AVE) |
|--------------------------------|----------------|-------|---------------------|----------------------------------|
| Job Satisfaction (M)           | 0.877          | 0.882 | 0.905               | 0.578                            |
| Organizational Justice (X)     | 0.958          | 0.962 | 0.962               | 0.560                            |
| Workplace Deviant Behavior (Y) | 0.959          | 0.965 | 0.962               | 0.574                            |

**Table 4. Hypothesis test results**

|  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics | P Values | Results                 |
|--|---------------------|-----------------|----------------------------|--------------|----------|-------------------------|
| Organizational Justice (X) Workplace Deviant Behavior (Y)→ | -0.137              | -0.111          | 0.131                      | 1.043        | 0.298    | Hypothesis Not Accepted |
| Job Satisfaction (M) Workplace Deviant Behavior (Y)→       | -0.123              | -0.161          | 0.114                      | 1.081        | 0.280    | Hypothesis Not Accepted |
| Organizational Justice (X) Job Satisfaction (M)→           | 0.449               | 0.452           | 0.060                      | 7.450        | 0,000    | Hypothesis Accepted     |

However, this research shows the opposite statement. This can be interpreted that even though managers and supervisors have paid attention to the three aspects of organizational justice such as providing salaries or wages, planning an efficient organizational justice system, as well as how managers and supervisors treat employees at the Purwokerto Islamic College well, it turns out to be able to reduce deviant behavior at work but not significantly. This is in line with research conducted by Yoseanto & Idulfilastri [53] which claims that the impact of organizational justice is detrimental but not substantial. However, this

research is not in line with research conducted by Sabokro et al. [23] which suggests that Organizational Justice has a positive effect on Workplace Deviant Behavior.

### 3.4.2 The influence of Job Satisfaction (JS) on Workplace Deviant Behavior (WDB)

Table 4 shows the results of the second hypothesis test, which examined the relationship between job satisfaction and workplace deviant behavior. This is shown by the original sample value in this study of -0.123 and the p value of (0.280 > 0.05) which demonstrates that

Workplace Deviant Behavior is negatively, but not significantly, impacted by the Job Satisfaction analysis. It is believed that workers who are highly satisfied with their jobs will be less likely to engage in deviant behavior at work. This research, however, supports the opposite claim. This could indicate that although Purwokerto City Islamic College staff members are content with their jobs, they are able to lessen deviant behavior at work, albeit not significantly. Workers who witness or are the targets of deviant behavior may feel alienated, fearful, frustrated, confused, angry, or experience mental and emotional distress [54]. The organization's environment, effectiveness, and long-term success are further impacted by these detrimental effects on employee satisfaction, self-esteem, performance, and relationships (Omotayo et al., 2015; Robinson & Bennett, 1995) [54]. This is in line with research conducted by Czarnota-Bojarska [16]; Nemteanu & Dabija, (2021) which suggests that Job Satisfaction has a negative but not significant effect on Workplace Deviant Behavior. However, this research is not in line with research Ali Abbasi, Baradari & Hashim [4] which states that Job Satisfaction has a negative and significant effect on Workplace Deviant Behavior.

### **3.4.3 The influence of Organizational Justice (OJ) on Job Satisfaction (JS)**

Table 4 shows the results of the third hypothesis test, which examined the impact of organizational justice on job satisfaction. This is shown by the original sample value in this study of 0.449 and the p value of (0.000 < 0.05) which proves that Organizational Justice analysis has a positive and significant effect on Job Satisfaction. This demonstrates that workers at Purwokerto City Islamic College experience higher levels of organizational justice in line with the agency's vision and mission when they are more satisfied with their jobs. Fairness makes employees happy, and they always give the organization their best. According to Fatt et al. (2010), when organizational justice is developed and applied consistently, workers will believe that the company values them and their needs are met on a constant basis [46]. Companies benefit from having contented employees because they exhibit better physical and mental well-being [43].

This is in line with research Yuwono et al. [41]; Pariyanti et al. [39] which suggests that

Organizational Justice has a positive and significant effect on Job Satisfaction. However, this study is not in line with research Sani [42] stated that Organizational Justice has no effect on Job Satisfaction.

### **3.4.4 Job Satisfaction (JS) Mediates Organizational Justice (OJ) and Workplace Deviant Behavior (WDB)**

To test the mediation effect in proving this hypothesis, the Specific Indirect Effects Table 5 is presented :

The results of the hypothesis testing research on the mediation effect in Table 5 prove that the original sample value in this study was -0.055 and the p value was (0.279 > 0.05) which demonstrates that the relationship between workplace deviant behavior and organizational justice cannot be mediated by job satisfaction analysis. It is believed that when workers are treated fairly at work, they will be happier with their jobs, which will lower workplace deviations. Job satisfaction plays a mediating role in the relationship between organizational justice and deviant behavior in the workplace, which can be advantageous for management in preventing deviant behavior at work [8]. However, this research shows the opposite statement. Even though managers and supervisors have treated employees fairly or in accordance with the moral and ethical standards expected in the workplace so that employees feel satisfied with their work, it turns out they cannot significantly reduce deviant behavior in the workplace among employees at the Purwokerto City Islamic College.

This analysis's findings conflict with existing research Abbasi, Baradari & Hashim [4] who suggested that job satisfaction mediates the relationship between organizational justice and workplace deviance. The research findings, which show a similar relationship between the mediating variable Job Satisfaction with Organizational Justice and Workplace Deviant Behavior, have not yet been supported by any other studies. It is hoped that these findings will lead to new research, particularly in the area of job satisfaction as a mediating variable, particularly among employees of Islamic universities in Purwokerto who work in the administration sector [55].

**Table 5. Specific indirect effects**

|  | <b>Original Sample (O)</b> | <b>Sample Mean (M)</b> | <b>Standard Deviation (STDEV)</b> | <b>T Statistics</b> | <b>P Values</b> | <b>Results</b>          |
|--|----------------------------|------------------------|-----------------------------------|---------------------|-----------------|-------------------------|
| Organizational Justice (X) Job Satisfaction (M) Workplace Deviant Behavior (Y)→→ | -0.055                     | -0.072                 | 0.051                             | 1.083               | 0.279           | Hypothesis Not Accepted |

#### 4. CONCLUSION

The results of this research are very interesting and can be used as basic recommendations for further research. Based on the study's findings, which demonstrate that organizational justice directly negatively but not significantly affects deviant behavior in the workplace, this is evident. Job satisfaction is positively and significantly impacted by organizational justice. The relationship between organizational justice and deviant behavior in the workplace cannot be mediated by job satisfaction. The study's findings show that there are instances of abnormal behavior in the workplace. It turns out that managers and supervisors at Purwokerto City Islamic College are unable to significantly reduce deviant behavior in the workplace, even though they have treated employees fairly or in accordance with the moral and ethical standards expected in the workplace to make employees feel satisfied with their work. The implications of the results of this research are that it is useful for leaders at Purwokerto City Islamic Colleges to always pay attention to employees so that they feel justice in the workplace, the impact of which will increase job satisfaction so as to reduce deviant behavior in the workplace.

This research has several shortcomings. First, because this research is related to the phenomena related to deviant behavior in the workplace, data collection through closed questionnaires may not fully reveal the true picture. Therefore, in-depth interviews, and other approaches can be used to gain a better understanding of this issue. Second, the responses from employees do not investigate how job satisfaction mediates these predefined variables. Therefore, future research can pay attention to the mediating variables that will be used, or add new variables as a development of this research. It is recommended for future research and it is advisable to examine this construct in a wider scope.

#### CONSENT AND ETHICAL APPROVAL

This research will not cause detrimental consequences for respondents. The information derived from the research findings will be kept private and utilized exclusively for that purpose. This research was carried out with permission from the researched university and has fulfilled the procedures at each university that researchers are permitted to research in designated places. Employee leaders at Purwokerto City Islamic College may benefit from it, according to the research's analyzed results. Because it bears the label "Islamic College", it is identified as part of Islamic education and the first service to students. Therefore, it is hoped that leaders at Islamic universities will pay attention to employees in carrying out the justice system in the workplace and need to provide a supportive work environment in order to create maximum job satisfaction and be able to reduce acts of deviant behavior in the workplace. So that we can provide good service to students.

#### COMPETING INTERESTS

Authors have declared that no competing interests exist.

#### REFERENCES

1. Maisaroh, Arief Darmawan. Peran mediasi perceived organization support pada pengaruh antara. *Jurnal Ekombis Review*. 2023;11(1):317–328. Available:<https://jurnal.unived.ac.id/index.php/er/indexDOI:https://doi.org/10.37676/ekombis.v11i1>
2. Erwantiningsih E. Pengaruh motivasi dan budaya organisasi terhadap kinerja karyawan. *Akademika*. 2019;20(1):29-36. Available:<https://doi.org/10.51881/jak.v20i1.7>
3. Abbasi Ismail, Baradari S. Trust in management and work satisfaction as predictor of workplace deviance in SMEs

- of Malaysia. *European Journal of Business and Management*; 2020.  
Available:<https://doi.org/10.7176/ejbm/12-21-20>
4. Ali Abbasi, Baradari A, Hashim. Impact of organizational justice on workplace deviance with mediating effect of job satisfaction in SMEs of Malaysia. *European Journal of Business and Management*; 2022.  
Available:<https://doi.org/10.7176/ejbm/12-17-06>
  5. Baharom MN, Bin Sharfuddin MDK, Iqbal J. A systematic review on the deviant workplace behavior. *Review of Public Administration and Management*. 2017;05 (03).  
Available:<https://doi.org/10.4172/2315-7844.1000231>
  6. Chaudhary SI, Bhatti OK, Cipran H, Haider A. Tinjauan konseptual dampak keadilan organisasi di tempat kerja penyimpangan dan peran mediasi pelanggaran kontrak psikologis. 2022;11:235-252.
  7. Abbasi A, Khairuzzaman W, Ismail W. Individual predictors of workplace deviance with mediating effect of job satisfaction. *European Journal of Business and Management Www.liste. Org ISSN*. 2018; 10(14):1–6.  
Available:<https://ssrn.com/abstract=3339284>
  8. Rosid A, Najmudin N, Suwanto S. The mediating role of job satisfaction on the relationship of workplace spirituality and organizational justice on workplace deviance behavior; 2020.  
Available:<https://doi.org/10.4108/eai.5-8-2020.2301093>
  9. Griep Y, Vantilborgh T, Jones SK. The relationship between psychological contract breach and counterproductive work behavior in social enterprises: Do paid employees and volunteers differ? *Economic and Industrial Democracy*. 2020; 41(3):727–745.  
Available:<https://doi.org/10.1177/0143831X17744029>
  10. Obalade GO, Mtembu V. Effect of organisational justice on workplace deviance in Nigerian public universities. *Acta Commercii*. 2023;23(1):1–10.  
Available:<https://doi.org/10.4102/ac.v23i1.1091>
  11. Hany HSM, Hassan R, Badran F MM. Relation between organizational justice and workplace deviance behavior among staff nurses. *Egyptian Journal of Health Care*. 2020;11(1):248–259.  
Available:<https://doi.org/10.21608/ejhc.2020.74788>
  12. Colquitt JA, Wesson MJ, Porter COLH, Conlon DE, Ng KY. Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*. 2001;86(3): 425-445.  
Available:<https://doi.org/10.1037/0021-9010.86.3.425>
  13. Permata RK, Soeling PD. Mengatasi perilaku kerja kontraproduktif dengan pendekatan keadilan organisasi dan kepuasan kerja. 2022;8294–8306.
  14. Abbasi A, Kaen UK, Baradari F. Impact of organizational justice on workplace deviance with mediating effect of job satisfaction in SMEs of Malaysia. *European Journal of Business and Management*; 2020.  
Available:<https://doi.org/10.7176/ejbm/12-17-06>
  15. Obalade GO, Manajemen S, Manajemen S. penyimpangan di universitas negeri Nigeria Perkenalan. 2020;2017:1–10.
  16. Czarnota-Bojarska J. Counterproductive work behavior and job satisfaction: A surprisingly rocky relationship. *Journal of Management and Organization*. 2015;21 (4):460–470.  
Available:<https://doi.org/10.1017/jmo.2015.15>
  17. Homans GC. Social behaviour as exchange. pdf. *American Journal of Sociology*. 1958;63(6):597–606.
  18. Cropanzano R, Mitchell MS. Social exchange theory: An Interdisciplinary review. *Journal of Management*. 2005;31 (6):874–900.  
Available:<https://doi.org/10.1177/0149206305279602>
  19. De Lara PZM, Verano-Tacoronte D. Investigating the effects of procedural justice on workplace deviance: Do employees' perceptions of conflicting guidance call the tune? *International Journal of Manpower*. 2007;28(8):715–729.  
Available:<https://doi.org/10.1108/01437720710835183>
  20. Wu X, Wang C. The impact of organizational justice on employees' pay satisfaction, work attitudes and performance in chinese hotels. *Journal of*

- Human Resources in Hospitality and Tourism. 2008;7(2):181–195.  
Available:<https://doi.org/10.1080/15332840802156923>
21. Haldorai K, Kim WG, Chang H. (Sean), Li J. (Justin). Workplace spirituality as a mediator between ethical climate and workplace deviant behavior. *International Journal of Hospitality Management*. 2020; 86:102372.  
Available:<https://doi.org/10.1016/j.ijhm.2019.102372>  
[Accessed on September 2019]
  22. Fernández-del-Río E, Castro Á, Ramos-Villagrasa PJ. Dark tetrad and workplace deviance: investigating the moderating role of organizational justice perceptions. *Frontiers in Psychology*. 2022;13:1–11.  
Available:<https://doi.org/10.3389/fpsyg.2022.968283>
  23. Sabokro M, Tavakoli M, Malmiri MM. Organizational justice effect on deviant workplace behaviors: Moderating role of moral disengagement. *Humanities & Social Sciences Reviews*. 2020;8(6):29–38.  
Available:<https://doi.org/10.18510/hssr.2020.864>
  24. Miushad H, Senasu K, Piriyaikul M, Ayman R. The relationship of work–family conflict, job satisfaction and deviant workplace behavior in the Maldives’ public sector. *Kasetsart Journal of Social Sciences*. 2022;43(3):553–560.  
Available:<https://doi.org/10.34044/j.kjss.2022.43.3.03>
  25. Ekingen E. The effect of organizational justice on job performance and the mediating role of job satisfaction: A study on nurses. *Hospital Topics*. 2023;101(2):103–112.  
Available:<https://doi.org/10.1080/00185868.2021.1969874>
  26. Ibrahim USG, Yusof R, Ibrahim HI. The role of employee onboarding training program in mitigating deviant workplace behavior: Job satisfaction as a mediator. *Global Business and Management Research: An International Journal*. 2022; 14(3):983–1007.
  27. Bagis, F., Darmawan, A., Ikhsani, M. M., & Purnadi, P. (2021). The effect Of Employee Engagement and Emotional Intelligent on Organizational Commitment by Job Satisfaction as Mediate Variable Case in Employee Of Islamic Education Institution. *Jurnal Ilmiah Ekonomi Islam*, 7(1),460.<https://doi.org/10.29040/jiei.v7i1.2132>
  28. Robinson SL, Bennett RJ. A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*. 1995;38(2):555–572.  
<https://doi.org/10.2307/256693>
  29. Reflisia N, Syahrizal S. The influence of emotional intelligence on deviant behavior with intention to move as a mediating variable. *Human Resource Management Studies*. 2021;1(2):68-82.  
Available:<https://doi.org/10.24036/hrms.v1i2.10>
  30. Hackman RJ, Oldham GR. Motivation through the design of work. *Organizational Behavior and Human Performance*. 1976;16(2):250–279.
  31. Anis M, Emil D. The impact of job stress on deviant workplace behavior: The mediating role of job satisfaction. *American Journal of Industrial and Business Management*. 2022;12(01):123-134.  
Available:<https://doi.org/10.4236/ajibm.2022.121008>
  32. Nemteanu MS, Dabija DC. The influence of internal marketing and job satisfaction on task performance and counterproductive work behavior in an emerging marketing during the covid-19 pandemic. *International Journal of Environmental Research and Public Health*. 2021;18(7).  
Available:<https://doi.org/10.3390/ijerph18073670>
  33. Hashish Aly Abou Ebtsam. Nurses’ perception of organizational justice and its relationship to their workplace deviance. *Nursing Ethics*. 2020;27(1):273–288.  
Available:<https://doi.org/10.1177/0969733019834978>
  34. Woldearegay AG. Predictive model of organizational justice, job satisfaction, and commitment: The context of the state media sector in the Ethiopian federation. *Cogent Social Sciences*. 2021;7(1).  
Available:<https://doi.org/10.1080/23311886.2021.1930866>
  35. Malhotra N, Sahadev S, Sharom NQ. Organisational justice, organisational identification and job involvement: the mediating role of psychological need satisfaction and the moderating role of person-organisation fit. *International Journal of Human Resource Management*. 2020;33(8):1526–1561.

- Available:<https://doi.org/10.1080/09585192.2020.1757737>
36. Faris M, Pauzi M, Rahim NB. International Journal of Pedagogics International Journal of Pedagogics. 2022;03(2):43–47.
37. Brockner J, Wiesenfeld BM. An integrative framework for explaining reactions to decisions: Interactive effects of outcomes and procedures. *Psychological Bulletin*. 1996;120(2):189–208. Available:<https://doi.org/10.1037/0033-2909.120.2.189>
38. Tufan C, Namal MK, Arpat B, Yesil Y, Mert IS. The mediating effect of organizational justice perception on the relationship between ethical leadership and workplace deviant behaviors. *Sustainability*. 2023;15(2):1342. Available:<https://doi.org/10.3390/su15021342>
39. Pariyanti E, Rosid A, Adawiyah WR. Workplace deviant behavior among employees of Islamic-based universities in Lampung: the moderating role of Islamic workplace spirituality. *Journal of Applied Research in Higher Education*. 2022;14(4):1567–1591. Available:<https://doi.org/10.1108/JARHE-03-2021-0089>
40. Kumari G, Pandey KM. Job Satisfaction in public sector and private sector: A comparison. 2011;2(3).
41. Yuwono T, Novitasari D, Hutagalung D, Sasono I, Silitonga N, Asbari M. Peran organizational justice terhadap komitmen organisasional: Analisis mediasi kepuasan kerja dosen perguruan tinggi swasta. *Edu Psy Couns: Journal of Education, Psychology and Counseling*. 2020;2(1):582–599. Available:<https://ummaspul.e-journal.id/Edupsyuncouns/article/view/550>
42. Sani IA. Pengaruh perceived fairness terhadap burnout, turnover intention, dan job satisfaction auditor (Studi pada Auditor Badan Pemeriksa Keuangan Republik Indonesia). *Berkala Akuntansi Dan Keuangan Indonesia*. 2017;2(1):1-19. Available:<https://doi.org/10.20473/baki.v2i1.3557>
43. Memon KR, Zada M, Ghani B, Ullah R, Azim MT, Mubarik MS, Vega-Muñoz A, Castillo D. Linking corporate social responsibility to workplace deviant behaviors: Mediating role of job satisfaction. *Frontiers in Psychology*. 2021; 12:1–16. Available:<https://doi.org/10.3389/fpsyg.2021.803481>
44. Fatmah Bagis, Utomo Indra Kusumo AH. Job satisfaction as a mediation variable on the effect of organizational culture and leadership style to organizational commitment. *International Sustainable Competitiveness Advantage*. 2021;1(1):539–548. Available:<https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/2495%0Ahttps://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/download/2495/1184>
45. Alotaibi SH, Almotairi SKS, Aladhyani SIZ, Alotaibi TM, Alodhiyany YA, Almughairi SS. Effect of Organizational justice and job satisfaction on service quality among nursing staff: A systematic review. *Journal of Hunan University Natural Sciences*. 2022;49(11):62–70. Available:<https://doi.org/10.55463/issn.1674-2974.49.11.8>
46. Mashi MS. The mediating role of job satisfaction in the relationship between organizational justice and employee outcomes. *International Journal of Public Administration*. 2018;41(16):1351-1360. Available:<https://doi.org/10.1080/01900692.2017.1388819>
47. Irfan M. Peran lingkungan kerja, keadilan organisasi, dan budaya organisasi terhadap kepuasan kerja karyawan. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*. 2022;3(3):434–439. Available:<https://doi.org/10.47065/ekuitas.v3i3.1315>
48. Muthuswamy VV, Varshika G. Factors effecting workplace crime: role of organizational commitment, job satisfaction, self-efficacy, ethical climate and deviant behavior. *International Journal of Criminal Justice Sciences*. 2023; 18(2):12–26. Available:<https://doi.org/10.5281/zenodo.4756302>
49. Laila A, Khan SN. A systematic review reflecting organizational injustice and employees' Workplace Deviance. 2020; 155-171.
50. Abbas Ghaedamini Harouni RED, Cheshmeh MSDe. The effect of performance appraisal politics on deviant work behavior: The mediating role



- of job satisfaction. *Human Systems Management*. 2022;41(5):583–596.  
Available:<https://doi.org/10.3233/HSM-211565>
51. Richard P Bagozzi, dan YY. (n.d.). *Methodology SEM On the evaluation of structural equation*; 1988.
52. Tufan C, Namal MK, Arpat B, Yesil Y, Mert IS. The Mediating Effect of Organizational Justice Perception on the Relationship between Ethical Leadership and Workplace Deviant Behaviors. *Sustainability*. 2023;15(2):1342. <https://doi.org/10.3390/su15021342>
53. Yoseanto BL, Idulfilastri RM. Afeksi negatif sebagai mediator antara keadilan organisasi dengan perilaku kerja kontraproduktif-organisasi bukti lain penyimpangan di PT X adalah temuan cost control yang menyimpulkan terdapat oleh departemen IT. adalah suatu tindakan pelanggaran terhadap. *Jurnal Muara Ilmu Sosial, Humaniora, Dan Seni*. 2018; 2(2):779–789.
54. Ilyas Chaudhary S, Bhatti OK, Cipran H, Bajwa A. The conceptual review on the impact of organizational justice on workplace deviance and the mediating role of psychological contract breach. *International Journal of Organizational Leadership*. 2022;11(2): 235–252. Available:<https://doi.org/10.33844/ijol.2022.60328>
55. Brian P Niehoff RHM. Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior; 1993.

© 2023 Salsabil et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*  
The peer review history for this paper can be accessed here:  
<https://www.sdiarticle5.com/review-history/110796>