

Organizational Justice and Workplace Deviance: The Mediating Role of Job Satisfaction

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ABSTRACT

The purpose of this study was to investigate how organizational justice comprising procedural, distributive, and interactional justice influences on workplace deviance through job satisfaction among employees working in academic institutions in the Sorhakutte, Kathmandu. Thus, this research employed descriptive and causal research designs to reflect the general background of survey participants and to test the formulated research hypotheses of the study. Further, the structured questionnaires utilized in the study for cross-sectional primary sources of information. Therefore, this study used 106 useful data for the analysis. Descriptive statistics and regression analysis were used to evaluate the study hypotheses. The findings demonstrate a substantial adverse effect of organizational justice and job satisfaction on workplace misbehavior. Furthermore, organizational justice has a beneficial impact on work satisfaction. Job satisfaction partly mediates the association between distributive justice, procedural justice, and workplace deviance, underscoring the significance of equity and support in alleviating deviant behavior. Job satisfaction does not serve as a mediator in the link between interactional justice and workplace misbehavior. These results underscore the essential function of management in fostering equity and justice to improve job satisfaction and mitigate workplace deviance.

Keywords: Distributive justice, interactional justice, job satisfaction, procedural justice, workplace deviance

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Introduction

Employees are crucial to strengthening the ability of organizations to create a productive and effective workplace. Because of this, in contemporary businesses, every problem pertaining to an employee's performance on the work is seen as a major issue. Since employee behavior has an impact on their productivity and work performance, businesses are highly associated with it (Kumari & Jeewandara, 2021). Organizations and people are significantly impacted by workplace concerns. Employers must address workplace deviant behavior as one of the most important workplace concerns in order to prevent workers from acting in an unproductive manner (Ahmed et al., 2013).

The subject of workplace deviance is growing in popularity and drawing the attention of scholars. Counterproductive behaviors (Mangione & Quinn, 1975), organizational misbehavior, workplace aggression, workplace internal deviance, anti-social behavior, organizational retaliation behavior, employees' negative behavior, and deviance (Robinson & Bennett, 1995) are some of the phrases used to describe it. Workplace deviant behavior (WDB) is a collection of deliberate actions that are detrimental to the company and its workers. According to Robinson and Bennett (1995), an action is deemed deviant when a team or an individual violates an organization's customs, rules, or internal norms in a way that might jeopardize the organization's or its members' well-being. Counterproductive work behaviors are defined by Chang and Smithikrai (2010) as intentional or voluntary actions

that go against the organization's values. According to Anjani and Syahrizal (2019), workplace deviance is defined as conduct that goes against organizational standards, is hostile to the organization, and will ultimately cause damage to the company or to the individual.

Additionally, These detrimental behaviors may manifest in several ways, including absenteeism, inconsistency, job shirking, theft, verbal and physical aggressiveness, fraud, and the misuse of workplace resources for personal purposes. In recent years, organizations have been necessitated to spend billions of dollars to address concerns of workplace aberrant behavior. Buss (1993) estimates the yearly cost of the WDB at around \$120 billion (Ahmed et al., 2013). The diverse range of antecedents for deviant conduct includes individual, interpersonal, and organizational elements (Robinson & Greenberg, 1998). Individual-related precursors of deviance include personality, perception, work experience, and emotional intelligence. Interpersonal or situational antecedents include leadership, group dynamics, group norms, dissimilarity, and breaches of the psychological contract (Malik & Lenka, 2018). Organizational components include organizational culture, organizational support, organizational environment, work design, job security, and organizational justice.

Organizational injustice—encompassing distributive, procedural, and interactional forms—and work discontent are significant predictors of counterproductive conduct. Organizational justice pertains to an employee's notion of equity inside a company (Greenberg, 1990). When individuals

encounter unfair conduct, they experience dissatisfaction and often display negative feelings such as anger and resentment, accompanied by a desire for retribution and retaliation (Folger, 1993). Furnham and Seidel (2012) observed that workers experiencing organizational injustice and unjust treatment become unhappy with their positions and management, leading to deviant work conduct that poses a danger to the business. Furnham and Seidel (2012) observed that workers experiencing organizational injustice and unjust treatment become unhappy with their positions and management, leading to deviant work conduct that poses a danger to the business. Furthermore, a lack of respect and disrespectful words from superiors can incite workers to engage in deviant workplace conduct (Anjani & Syahrizal, 2019). Moreover, Colquitt (2001) found that employees are more likely to engage in theft or other deviant behaviors when they experience job dissatisfaction.

However, issues of workplace deviance practices are frequently neglected in nations like Nepal. Discovery of the organizational treatment is indispensable in several Nepalese enterprises, to investigate employee unhappiness and a propensity for deviant conduct. Consequently, it is essential to comprehensively examine and deliberate on the theory and practice of workplace deviant behavior to mitigate its adverse impacts on businesses. Furthermore, previous empirical studies revealed contradictory findings and less study exists within the Nepalese context. Thus, this research examines organizational justice and workplace misbehavior by analyzing the mediating role of job satisfaction.

Since WDB is responsible for immense costs, organizations are in desperate need of a solution to prevent this burning issue (Peterson, 2002). Therefore, the primary purpose of the study is to examine how various dimensions of justice afflict the exhibition of counterproductive behavior, with job satisfaction as a mediator. Below is a list of other specific goals for the study:

- To assess the association between distributive, procedural, interactional justice, job satisfaction, and workplace deviance.
- To investigate the influence of distributive, procedural, interactional justice and job satisfaction on workplace deviance.
- To examine the effect of distributive, procedural, and interactional justice on job satisfaction.
- To investigate the mediating role of job satisfaction between distributive

The remainder of this study contains literature review, methods, results and discussion, and conclusion.

Literature Review

The goal of Adams' (1965) equity theory is to balance employees' input and output at work. When it comes to the distribution of resources and incentives, this theory aims to explain how people see fairness and equality in social interactions. In order to determine if something is fair or unfair, people compare their input (time, effort, or resources) to their output (rewards, recognition, or benefits) with those they

believe to be similar, such as colleagues or coworkers in similar circumstances. In his opinion, if his ratio is equal to that of the relevant others, then justice and equality are maintained. [Ahmed et al. \(2013\)](#), stated that it depicts a feeling of tremendous emotional strain when he realizes psychological injustice and tries to make it right if he sees an uneven ratio. Studies by [Greenberg \(1990\)](#) furthered and validated this theory, demonstrating that low-level employees often engage in damaging behaviors like stealing from companies in an effort to ease internal conflict and redress injustice ([Kumari & Jeewandara, 2021](#)). [Dar and Rahman \(2022\)](#), and [Sabokro et al. \(2020\)](#) examined the connection between workplace deviance and organizational justice using equity theory.

In addition to Adam's Equity theory, the social exchange theory—which was first put out by [Homans in 1958](#) and later developed by [Blau in 1964](#)—explains how exchanging direct or indirect benefits may be utilized to prevent aberrant conduct and build and preserve beneficial connections. According to this idea, before choosing to interact with others, people carefully consider the advantages and disadvantages of a certain course of action or engagement. Employee dissatisfaction and a reluctance to display good conduct might result in deviant behavior if they believe that justice and support are lacking. On the other hand, if workers feel the company supports and trusts them, they are more likely to return the favor and work successfully ([Othman et al., 2022](#)). According to the social exchange theory, workers who believe that the company does not treat them fairly are more likely to react negatively ([Abbasi](#)

[et al., 2020](#)). Similarly, social exchange theory was used by [Ahme et al. \(2013\)](#) and [Dar and Rahman \(2022\)](#) to understand how workers relate to their managers and the company overall.

Organizational justice is a significant predictor of individual behavior at work ([Greenberg, 1990](#); [Folger, 1993](#); [Robinson & Bennett, 1995](#); [Fox, et al., 2001](#); [Colquitt, 2001](#); [Rupp & Cropanzano, 2002](#); and [Henle, 2005](#)). The concept encompasses fairness in outcomes, processes, and human interactions. Studies have shown that employees who are not satisfied with the level of organizational justice in their workplace are skeptical about the organizational environment and have negative perceptions of their work, goals, and work environment. Employees who experience injustice or unjust treatment are more likely to feel dissatisfied with their jobs and management, which might result in deviant work conduct ([Furnham & Seidel, 2012](#)). Perception of unfairness hurts the employees who come forward to “punish” the organization as an aggressive response to unfairness ([Skarlicki & Folger, 1997](#)). Therefore, [Gilliland and Chan \(2001\)](#) put forth solid evidence indicating a strong correlation between the perception of organizational injustice and deviant behavior in backdrops where equitable treatment promotes positive behaviors like increased productivity and decreased absenteeism.

Distributive justice and procedural justice are the two key facets of organizational justice ([Greenberg, 1982](#)). Subsequently, one more dimension, interactional justice, which encompasses interpersonal justice

and informational justice, was added to the two previous dimensions (Ambrose et al., 2002). Distributive justice refers to the fairness of outcomes such as pay, promotions, and job evaluations, procedural justice relates to the fairness of the processes and procedures used to achieve organizational goals whereas interactional justice focuses on how employees are treated by senior management. Researchers Hany, Hassan, and Badran (2020) and Kumari and Jeewandara (2021) examined the connection between organizational injustice and deviant work behavior, and they concluded that deviant work behavior is caused by employees' strong reactions to perceived distributive, procedural, and interactional injustice. Meanwhile, individuals demonstrated positive behaviors in the realm of fair treatment with a decrease in deviant acts.

In a similar vein, Sabokro et al. (2020) also examined how distributive, procedural, and interactional justice affected workplace deviance. He claimed that distributive justice negatively impacted deviant behavior while procedural and interactional justice showed no discernible effect. Moreover, Dar and Rahman (2022) indicated that high levels of interactional injustice result in retaliation and suggested a negative correlation between interactional justice and deviant behavior at work. Likewise, Douglas and Martinko (2001) found that hostile remarks and actions were the precursors of workplace deviance. Nonetheless, a strong supervisor-subordinate relationship could decrease their participation in deviant behavior. Jones (2008) further explained that when employees perceive injustice, they may seek vengeance by engaging in workplace

deviance. Therefore, organizations need to prioritize organizational justice to promote positive workplace behavior and performance. The following hypotheses are put forth to investigate how workplace deviance is affected by organizational justice:

H₁: Distributive justice has a significant impact on workplace deviance.

H₂: Procedural justice has a significant impact on workplace deviance.

H₃: Interactional justice has a significant impact on workplace deviance.

The degree of job satisfaction inside firms might also account for an employee's behavior. A complex summation of several distinct employment components makes up an employee's judgment of their level of job satisfaction (Robbins et al., 2013). Employees who are satisfied with their jobs tend to be enthusiastic and demonstrate positive behavior in their workplace. According to studies by Bennett and Robinson (2000), Anis and Emil (2022), Anjani and Syahrizal (2019), and Abbasi et al. (2020), job dissatisfaction is a significant predictor of deviant behaviors. An employee's dysfunctionality or theft at work may be motivated by their dissatisfaction with their job (Kulas et al., 2007). Moreover, the absence rate of workers who are unhappy with their jobs is typically higher than that of those who are content with their jobs (Yperen et al., 1996). Likewise, employees who feel encouraged and content would refrain from displaying counterproductive behavior even when faced with challenges at work. Therefore, every employee needs to be happy in

their work because, in the absence of it, they won't put in as much effort to meet organizational objectives. To delve into how job satisfaction affects workplace deviance, the following hypothesis is set:

H₄: Job satisfaction has a significant impact on workplace deviance.

Studies have shown that employees of organizations that value organizational justice report higher levels of job satisfaction, as well as higher levels of loyalty and productivity (McFarlin & Sweeney, 1992). When managers treat employees fairly and with trust, and when they give them more freedom to dedicate themselves to the business, employee work satisfaction rises (Walumbwa et al., 2008). Also, when an organization involves employees in decision-making, it can increase trust and morality among employees, leading to greater job satisfaction (Yip & Rowlinson, 2009). Occasionally unfair practices at work give workers the impression that their employer is betraying them, which lowers their output and efficiency and makes them unhappy with the state of affairs (Walumbwa et al., 2008). Researchers have discovered that employee job satisfaction can create a pleasant environment in the workplace and lead to improved employee productivity and competence (McFarlin & Sweeney, 1992). Likewise, research by Fatt et al. (2010) and Anjani and Syahrizal (2019) revealed that the correlation between organizational justice and job satisfaction is positive and influential. The following hypotheses are proposed to investigate the impact of organizational justice on job satisfaction:

H₅: Distributive justice has a significant impact on job satisfaction.

H₆: Procedural justice has a significant impact on job satisfaction.

H₇: Interactional justice has a significant impact on job satisfaction.

Job satisfaction is a crucial factor in enhancing employee efficiency and success in the workplace, and it depends on effective human resource management (Crossman & Abou-Zaki, 2003). Moreover, research has suggested that job dissatisfaction is related to measures of deviant behaviors (Bennett & Robinson, 2000). According to Kim and Chung (2019), organizational justice showed a higher frequency of deviance with the mediating effect of job satisfaction. Similarly, Abbasi et al. (2020) revealed that interactional justice and distributive justice are significant predictors of job satisfaction and they affect workplace deviance via job satisfaction. However, procedural justice had no significant impact on job satisfaction. Hence, if avoidance of deviance in the workplace is a top priority for a manager, it is important to formulate policies and practices that help to enhance distributive and interactional justice perceptions. Based on the study of Anjani and Syahrizal (2019), job satisfaction plays a crucial role in mediating the effect of interpersonal justice on deviant workplace behavior. People who believe interpersonal justice is highly valued at work report feeling more satisfied at work and engaging in less deviant conduct. Conversely, when workers are not happy, they are more inclined to engage in deviant workplace behavior. Therefore, supervisors must treat employees with respect and maintain open

communication to foster a positive work environment. The following hypotheses are developed to examine how organizational justice affects job satisfaction:

H_8 : *Distributive justice and workplace deviance are mediated by job satisfaction.*

H_9 : *Procedural justice and workplace deviance are mediated by job satisfaction.*

H_{10} : *Interactional justice and workplace deviance are mediated by job satisfaction.*

Based on the literature reviewed, employee behavior is predicted to be influenced by

job satisfaction and organizational justice. *Figure 1* depicts a schematic illustration of the link between the dependent variable, workplace deviance (Abbasi et al., 2020; Ahmed et al., 2013; Anjani & Syahrizal, 2019; Sabokro et al., 2020; Kumari & Jeewandara, 2021; Dar & Rahman, 2022; and Othman et al., 2022) the mediating variable, job satisfaction (Anjani & Syahrizal, 2019), and the independent variables, organizational justice (procedural justice, distributive justice, and interactional justice) (Skarlicki & Folger, 1997; Abbasi et al., 2020; Sabokro et al., 2020; and Kumari & Jeewandara, 2021).

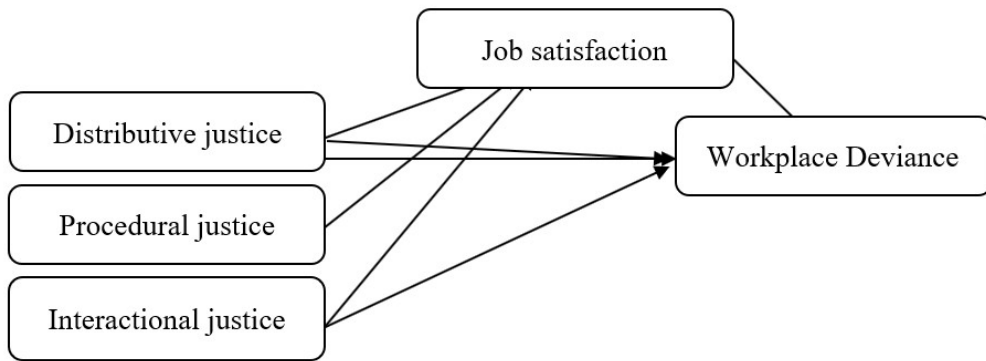


Figure 1. The research framework of the study

Organizational justice pertains to fairness in the workplace, specifically how equitably a company treats its employees in terms of outcomes, processes, and human interactions. Organizational justice is comprised of three distinct dimensions: distributive, procedural, and interactional justice. Distributive justice is the perceived fairness in the distribution and allocation of outcomes among employees (Adams J. S., 1965) It pertains to the perceived fairness of key organizational outcomes, such as pay, promotions, work schedules, job

evaluations, and performance appraisals, as perceived by employees. Distributive justice occurs when employees believe that outcomes are equitable (Colquitt, 2001). These factors have a significant influence on employee behavior and their attitude toward the organization. Fox et al. (2001) found that lower levels of distributive justice positively correlate with higher levels of work sabotage. Henle (2005) demonstrated that perceptions of distributive justice are negatively associated with workplace deviance.

Individuals evaluate fairness not only based on the outcomes they receive but also on the procedures used to determine those outcomes. Procedural justice is concerned with fairness in the procedures used to determine outcomes (Greenberg, 1982), particularly in the context of compensating employees. Simply, procedural justice refers to the fairness of a company's formal procedures (Skarlicki & Folger, 1997). Procedural justice is not about the actual distribution of revenues, but rather about individuals' perceptions of fairness in decision-making processes. Employees perceive procedural justice when they feel they have a voice in the decision-making process. Hany, Hassan, and Badran (2020) in their research found a significant correlation between procedural justice and workplace deviant behavior.

Interactional justice refers to how senior management treats their employees and influences their behavior towards their work and the organization (Bies & Moag, 1986). It involves the quality of interpersonal treatment that individuals receive from a decision-maker when procedures are implemented (Skarlicki & Folger, 1997; Sabokro et al., 2020). It is a dimension of organizational justice that deals with how managers and coworkers interact with employees, particularly when delivering feedback or resolving conflicts. Interactional justice has two subtypes: interpersonal justice and informational justice. Various empirical studies have shown that there is a negative relationship between interactional justice and deviant behavior. The result showed that when employees perceive interactional injustice, they tend to become angry, which can lead

to deviant acts such as verbal aggression, sabotage, and theft. For example, Similarly, Ahmad (2018) argues that there is a negative link between interactional justice and workplace bullying, which is a type of negative deviant act. This means that if employees perceive fairness in their relationship with their superiors, they are likely to respond positively and engage in positive acts. Conversely, if they perceive unfairness in this relationship, they are more likely to engage in negative deviant acts.

Job satisfaction generally describes how employees feel about their jobs. Job satisfaction refers to a person's overall contentment, sense of fulfillment, and positive emotional state as an outcome of their jobs or work-related experiences. It encompasses the level of pleasure a person derives from their job, considering various aspects such as the work environment, tasks, and responsibilities, relationships with colleagues and supervisors, reward, appreciation and recognition, opportunities for growth, and the alignment of personal values with the organization's mission and culture. Job satisfaction is a complex and comprehensive concept that varies widely among individuals. It is proven true that job satisfaction boosts an employee's commitment to the company. Generally, satisfied employees feel enthusiastic about their work and exhibit positive workplace behaviors. Research has suggested that job dissatisfaction causes the occurrence of deviant behavior in the workplace (Robinson & Bennett, 1995). Studies indicate that individuals who experience high organizational justice have high job satisfaction and low workplace deviation,

whereas those who experience low organizational justice have a significant level of workplace deviation.

Workplace Deviant Behavior (WDB) is intentional acts by employees that harm the organization or its members (Spector, Bauer, & Fox, 2010). Deviant behaviors are practices that go beyond the organization's acceptable norms. According to Robinson and Bennett (1995), workplace deviance refers to the intentional violation of significant organizational norms that harm the well-being of the organization or its members. Researchers use various terms such as counterproductive behavior, antisocial behavior, dysfunctional behavior, destructive behavior, retaliation, and misbehavior to describe these actions. WDB covers a wide range of employee negative behaviors that threaten survival, productivity, and other legitimate purposes of an organization. Robinson and Bennett (2000) divided deviance into two groups. The first one is organizational deviance, which deals with direct behavior in organizations, such as stealing, intentionally damaging properties, withdrawing effort from work, or leaving early and being absent from work. Another is interpersonal deviance which deals with deviant behavior directed towards co-workers, managers, and subordinates such as verbal abuse, physical aggression, sexual harassment, making fun of others, exhibiting rude behavior, arguing, and cyber-loafing as cited by Abbasi et al. (2020). Employees may engage in negative or counterproductive conduct for several reasons. One of the main reasons is when employees feel that their employers are not meeting their needs. Other factors include group norms and regulations, envy among

peers, and negative emotions towards the organization. Many researchers revealed that perceived organizational justice is a major indicator of deviant work behaviors (Skarlicki & Folger, 1997; Abbasi et al., 2020; and Sabokro et al., 2020). Most of the deviant practices are the result of unfair events happening in the workplace, which eventually reduces employee satisfaction. When employees experience injustice, they may react with negative emotions like outrage and resentment, and may even seek revenge (Folger, 1993). Therefore, it is essential to understand how organizational justice affects employee satisfaction and commitment. Neglecting to address issues of justice or injustice can negatively influence an organization.

Methods

The purpose of this study was to use a quantitative research methodology to examine how three aspects of organizational justice affect workplace deviance via job satisfaction. The research also included equity theory and social exchange theory as a deductive reasoning method. A cross-sectional data set was also used. Both causal and descriptive research approaches were used, taking into account the study's goals and assumptions. Using a descriptive research technique, a statistical profile of the demographics and attitudes of the respondents was produced. It also attempted to elucidate the variable of the research. Through the analysis of current findings and the search for probable reasons for those findings, causal research design explores the potential causes of a certain situation. The study's causal research approach helped to clarify how job satisfaction and

distributive, procedural, and interactional fairness impact workplace misbehavior.

Workers from a range of educational institutions within a 1-kilometer radius in the Sorkhutte region, representing a range of ages, educational backgrounds, and job experiences, were included in the research. Samples were taken from four different colleges—People's Campus, People's Dental College, Prime College, and Public Youth Campus—based on convenience in order to reflect the target demographic. Because of their close proximity, these institutions were chosen. In this study, 106 of the 120 completed surveys were found to be legitimate, representing an 88.33 percent success rate. The questionnaire was only requested to be completed by individuals who were willing to participate. The negative character of several of the questions made many participants reluctant to complete the form throughout the data-gathering procedure. It was difficult to persuade them to provide the required data.

Primary sources of information serve as the focus of this study. The structured questionnaires were designed to collect the primary data. The survey started with a short explanation of the research's objective and assurance of confidentiality. In the general background section, respondents were questioned about their designations, age, gender, educational level, and work experiences. Similarly, the basic and variable-related information section included yes/no questions, multiple-choice questions, rank order questions, and a 5-point Likert scale question (ranging from strongly agree to strongly disagree) to assess the employee's perception of organizational

justice and the level of satisfaction in their job. The Likert scale was adapted from prior studies and all variables were measured using items adopted in the studies of (Abbasi et al., 2020; Othman et al., 2022). The respondents were encouraged to provide feedback on any ambiguous or unclear questions.

Results and Discussion

This section presents the results of the statistical analysis performed on the main data gathered from the respondents. The methods and tools used for this study include mediation, standard deviation, variance, simple regression, and median. In order to analyze the research, the replies from these participants were collected, organized, tallied, and reviewed. Researchers wanted to know how they felt about workplace justice, how fulfilled they were with their jobs, and how often they acted in a way that was unproductive on the job. The research team asked participants to rate several items using a Likert scale, as well as yes/no, rank order, and multiple choice questions. Using a 5-point Likert scale, where 5 indicates strong agreement and 1 indicates severe disagreement, the perceived relevance of factors has been measured. The respondent's demographic information is obtained by taking into account their gender, age group, education level, and job experience. After entering the raw data into Excel, the researchers ran the numbers via IBM SPSS version 25. The AMOS program was used to do the mediation analysis. The result indicates a nearly equal distribution of male and female participants, with 52 men and 54 females out of a total of 106 individuals. The majority of responders (50.9 percent)

were female, whilst 49.1 percent were male. The findings indicate that 54 participants, constituting 50.9 percent, had fewer than 5 years of work experience; 27 participants, representing 25.5 percent, had 5 to 10

years of experience; and 25 participants, accounting for 23.6 percent, had more than 10 years of experience out of the entire participant pool.

Table 1

Descriptive statistics

Variables	N	Mean	Median	Std. Dev.	Variance
Distributive Justice	106	3.11	3.00	0.91	0.83
Procedural Justice	106	3.07	3.00	0.84	0.71
Interactional Justice	106	3.22	3.33	0.90	0.81
Job Satisfaction	106	3.26	3.17	0.97	0.94
Workplace Deviance	106	2.30	2.13	0.87	0.76

Table 1 shows the descriptive statistics, including mean, median, standard deviation, and variance, for the variables of the study's whole sample of 106 respondents. The mediating variable, work satisfaction, exhibits the highest mean value of 3.26, followed by interactional justice at 3.22, distributive justice at 3.11, and procedural justice at 3.07. The dependent variable, workplace deviance, has the lowest mean value of 2.30. Procedural justice has the greatest median value of 3.33, followed by job satisfaction at 3.17, while both

distributive justice and interactional justice are at 3.00, and workplace deviance holds the lowest median value of 2.13. Moreover, work satisfaction has the largest standard deviation and variance, recorded at 0.97 and 0.94, respectively. Distributive justice exhibits a standard deviation of 0.91 and a variation of 0.83; interactional justice has a standard deviation of 0.90 and a variance of 0.81; workplace deviance has a standard deviation of 0.87 and a variance of 0.76. Procedural fairness has the lowest standard deviation of 0.84 and a variance of 0.71.

Table 2

Impact of organizational justice on workplace deviance

Variables	Intercept	B	SE	t	Sig	F	Sig	Adj. R _{-square}
Distributive Justice	3.656	-0.436	0.083	-5.226	0.001	27.31	0.001	0.20
Procedural Justice	3.414	-0.363	0.095	-3.829	0.001	14.66	0.001	0.115
Interactional Justice	3.855	-0.483	0.082	-5.887	0.001	34.658	0.001	0.243

a Dependent Variable: Workplace Deviance

Table 2 The study reveals that distributive justice significantly reduces workplace deviance, with a regression coefficient of -0.436. An increase in distributive justice leads to a 44% decrease in deviance. The adjusted R-squared value of 0.2 explains 20% of workplace deviance variation. The F-value is 27.31, indicating a good fit for the regression equation. Similarly, procedural justice negatively and significantly influenced workplace deviance, with a regression coefficient of -0.363 and an adjusted R-squared value

of 0.115. It also indicates that procedural justice causes 11.5% of workplace deviance variation, with an F-value of 14.66 and a significance level of less than 0.001. Finally, the Regression coefficient -0.483 implies interactional justice reduces workplace misbehavior. Workplace misbehavior drops 48% if interactional fairness improves. Interactional justice explains 24% of workplace deviance variance according to its modified R-squared value of 0.243. Model fit is confirmed by an F-value of 34.658.

Table 3

Impact of job satisfaction on workplace deviance

Coefficients	Unstandardized Coefficients		t	Sig.	F	Sig.	Adj. R ²
	B	SE					
(Constant)	3.341	0.28	11.915	0.001			
Job Satisfaction	-0.32	0.083	-3.873	0.001	14.998	0.001	0.118

a Dependent Variable: Workplace Deviance

Table 3 illustrates how job satisfaction affects workplace deviance among college employees. The regression coefficient of job satisfaction is -0.32, which implies that an increase in job satisfaction results in a 32% reduction in the display of deviant behavior in the workplace. The model is

considered fit with a P-value of less than 0.01 and an F-value of 14.998. As a result, the prediction in the coefficient table is correct. It concludes that job satisfaction accounts for 11.8% of the variation in workplace deviance, with an adjusted R² of 0.228.

Table 4

Impact of organizational justices on job satisfaction

Variables	Intercept	B	SE	t	Sig.	F	Sig.	Adj. R ²
Distributive Justice	1.912	0.433	0.095	4.548	0.001	20.688	0.001	0.158
Procedural Justice	2.074	0.386	0.106	3.638	0.001	13.233	0.001	0.104
Interactional Justice	1.636	0.497	0.092	5.398	0.001	26.63	0.001	0.196

a Dependent Variable: Job Satisfaction

Table 4 shows the regression coefficient. The study reveals that distributive justice significantly affects job satisfaction, with a regression coefficient of 0.433, indicating a 43% increase in job satisfaction with an increase in distributive justice. The model is considered fit, with an F-value of 20.688. Moreover, the study reveals a significant positive relationship between procedural justice and job satisfaction, with a regression coefficient of 0.386, indicating that a change in procedural justice can

significantly affect job satisfaction. With a regression coefficient of 0.497, the results indicate that interactional justice has a significant positive impact on job satisfaction. This means that if interactional justice increases, job satisfaction also increases by 50%. The adjusted R-squared value of 0.196 for interactional justice indicates that interactional justice explains 19.6% of the variation in job satisfaction. It can be concluded that the model fit as the F-value is 26.63.

Table 5

Mediation analysis

Panel A: Mediation analysis: IV1

Path				Estimate	Direct effect c1	Indirect effect a1*b1	Total effect c1+a1*b1	Mediation result
a1	JS	<---	DJ	0.433***	-0.357	-0.079	-0.436	Partial mediation
b1	WD	<---	JS	-0.183	0.01	0.045	0.01	
c1	WD	<---	DJ	-0.357***				

Panel B: Mediation analysis: IV2

Path				Estimate	Direct effect c2	Indirect effect a2*b2	Total effect c2+a2*b2	Mediation result
a2	JS	<---	PJ	0.386***	-0.271	-0.093	-0.364	Partial mediation
b2	WD	<---	JS	-0.24	0.017	0.023	0.01	
c2	WD	<---	PJ	-0.271				

Panel C: Mediation analysis: IV3

Path				Estimate	Direct effect c3	Indirect effect a3*b3	Total effect c3+a3*b3	Mediation result
a3	JS	<---	IJ	0.484***	-0.412	-0.071	-0.483	No mediation
b3	WD	<---	JS	-0.146	0.01	0.067	0.01	
c	WD	<---	IJ	-0.412***				

The study framework aims to examine how distributive justice, procedural justice, and interactional justice affect workplace deviance through job satisfaction, with job satisfaction being the mediating variable. The study utilizes Baron and Kenny's (1986) method to test mediation, which requires verifying three conditions before testing mediation. These conditions include establishing a causal relationship between the independent variable (X) and the dependent variable (Y), a causal relationship between X and the mediating variable (M),

and a causal relationship between M and Y. The maximum likelihood method is used to predict the causal relationship between variables. The mediation analysis considers three types of effects: direct effect, indirect effect, and total effect (Hayes, 2009).

The direct effects of distributive justice (IV1), procedural justice (IV2), and interactional justice (IV3) are denoted as c1, c2, and c3, respectively, as shown in Table 9. The indirect effects are derived by multiplying the regression coefficients of

X on M and M on Y. The indirect effect of distributive justice on workplace deviance is derived as $a1*b1$, procedural justice on workplace deviance is derived as $a2*b2$, and interactional justice on workplace deviance is derived as $a3*b3$. The total effect is the sum of the direct effect and the indirect effect. For distributive justice, the total effect is $c1+a1*b1$, for procedural justice, it is $c2+a2*b2$, and for interactional justice, it is $c3+a3*b3$.

Based on the results, the direct effect value for distributive justice (IV1) is -0.357, the indirect effect value is -0.079, and the total effect value is -0.436. The p-value for both the direct and indirect effects is significant, with values of 0.01 (significant at 99 percent confidence level) and 0.045 (significant at 95 percent confidence level) respectively. It indicates that there is partial mediation of job satisfaction on the relationship between

distributive justice and workplace deviance. Similarly, for procedural justice (IV2), the direct effect value is -0.271, the indirect effect value is -0.093, and the total effect value is -0.364. The p-value for both the direct and indirect effects is significant at a 95 percent confidence level, with values of 0.017 and 0.023 respectively, indicating that there is partial mediation of job satisfaction on the relationship between procedural justice and workplace deviance. Likewise, for interactional justice (IV3), the direct effect value is -0.412, the indirect effect value is -0.071, and the total effect value is -0.483. The p-value for the direct effect is 0.01 (significant at 99 percent confidence level), but the p-value for the indirect effect is 0.067, which is greater than 0.05 (no significance). This implies that there is no mediation of job satisfaction on the relationship between interactional justice and workplace deviance.

Table 6

Result of hypothesis test

Hypothesis	Results
H_1 : Distributive justice has a significant impact on workplace deviance.	Supported
H_2 : Procedural justice has a significant impact on workplace deviance.	Supported
H_3 : Interactional justice has a significant impact on workplace deviance.	Supported
H_4 : Job satisfaction has a significant impact on workplace deviance.	Supported
H_5 : Distributive justice has a significant impact on job satisfaction.	Supported
H_6 : Procedural justice has a significant impact on job satisfaction.	Supported
H_7 : Interactional justice has a significant impact on job satisfaction.	Partially Supported
H_8 : Distributive justice and workplace deviance are mediated by job satisfaction.	Partially Supported
H_9 : Procedural justice and workplace deviance are mediated by job satisfaction.	Partially Supported
H_{10} : Interactional justice and workplace deviance are mediated by job satisfaction.	Not Supported

Table 6 shows the result of hypothesis test. Moreover, the finding of the study revealed that there is a negative and statistically significant relationship between workplace deviance and distributive justice, procedural justice, interactional justice, and job satisfaction (p-value less than 0.01) at the 99% confidence level. A reduction in workplace deviance is indicated by an increase in distributive justice (-0.436), procedural justice (-0.363), interactional justice (-0.483), and job satisfaction (-0.32). The influence of distributive justice, procedural justice, and interactional justice on the mediating variable work satisfaction is both positive and statistically significant at a 99% confidence level, shown by a p-value below 0.01. The regression coefficients for distributive justice, procedural justice, and interactional justice are 0.433, 0.386, and 0.497, respectively, signifying that an improvement in these variables correlates with an enhancement in work satisfaction. Next, workplace deviance is influenced by both distributive and procedural justice, with job satisfaction playing a mediating role in this connection. The p-values for the direct and indirect impacts are both significant (i.e., less than 0.05), lending credence to this. Having said that, the connection between interactional justice and workplace misbehavior is not moderated by job satisfaction. The reason is, that whereas the direct impact has a significant p-value of 0.01 (i.e., larger than 0.05), the indirect effect has an insignificant p-value of 0.067. Moreover, Interpersonal justice, out of all the elements of organizational justice, has the greatest influence on the display of aberrant conduct in the workplace, as shown by its highest regression coefficient (-0.483).

This research used many criteria to evaluate workplace deviance, drawing on references from previously published papers. The findings indicated a substantial adverse effect of distributive justice, procedural justice, and interactional justice on workplace misbehavior. The result aligns with prior research by Hany, Hassan, and Badran (2020), as well as [Kumari and Jeewandara \(2021\)](#). A statistically substantial negative correlation exists between organizational justice and workplace deviant behavior. Research indicates that organizational justice significantly negatively impacts deviant workplace behavior. [Dar and Rahman \(2022\)](#) have shown that interactional justice adversely affects workplace deviant behavior. The research by [Sabokro et al. \(2020\)](#) shows that distributive justice significantly influences workplace deviance, although procedural justice and interactional justice do not significantly affect the manifestation of deviant conduct. [Abbasi et al. \(2020\)](#), along with [Othman et al. \(2022\)](#), similarly found no significant correlation between organizational justice and employee deviant conduct.

The findings similarly indicated a substantial adverse effect of organizational justice and job satisfaction on workplace deviance, aligning with the research of [Anjani and Syahrizal \(2019\)](#), as well as Anis and Emil (2022). The research indicated a substantial positive correlation among distributive justice, procedural justice, and interactional justice with the mediating variable of work satisfaction. The evidence of [Abbasi et al. \(2020\)](#), revealed that interactional and distributive justice were significant predictors of work satisfaction, but

procedural justice had a small influence on job satisfaction. The findings revealed that the connection between distributive justice, procedural justice, and workplace deviance is somewhat mediated by job satisfaction, but the association between interactional justice and workplace deviance is not mediated by job satisfaction. The results concerning the mediating variable are inconsistent with the conclusions of [Abbasi et al. \(2020\)](#), which indicated that distributive justice and interactional justice are substantial predictors of workplace deviance solely via job satisfaction, with job satisfaction serving as a complete mediator in the relationship among distributive justice, interactional justice, and workplace deviance. Procedural justice had no substantial impact on job satisfaction or workplace misbehavior.

Conclusion

It is important for companies to be able to identify and forecast the reasons of deviant actions so that they can prevent them. The importance of organizational justice in influencing the actions of workers, for better or worse, is substantial. Findings revealed that workplace deviance is reduced when organizational justice and job satisfaction are high. Organizational justice, on the other hand, boosts happiness in the work. Consequently, workplace misbehavior decreases as organizational justice increases, leading to higher job satisfaction. Interpersonal justice, which highlights the significance of treating coworkers with kindness, respect, and trust, emerges as the most important component in creating deviant conduct.

Job satisfaction also acts as a mediator between procedural justice, distributive justice, and workplace deviance, according to the research. However, it doesn't operate as a go-between when it comes to illicit behavior on the job and interactional justice. The results show that when employees are treated fairly at work, it boosts their morale and productivity. Therefore, in order to reduce unproductive behaviors like theft, excessive break time, and absenteeism, firms should make fairness a top priority. Several methods exist for accomplishing this goal, including but not limited to: preventing prejudice, providing assistance from superiors and coworkers, recognizing and praising personal accomplishments, and engaging employees in decision-making. The poll found that workers look for signs of justice in the form of incentives, recognition, and appreciation. Consequently, in order to promote a more favorable work atmosphere and reduce instances of misbehavior, managers should prioritize these characteristics. Furthermore, the study underscores the critical role of supervisors in improving employee morale, yielding long-term advantages for the firm. Employees are prone to engage in workplace deviance when they experience job dissatisfaction. Consequently, management teams must prioritize the evaluation and possible reformation of organizational policies, along with the redesign or alteration of current structures, to foster equity within the firm. This research offers practical advice for firms aiming to understand the elements that affect employee behavior. Equitably treating workers, acknowledging their competencies, demonstrating support and trust, and engaging them in decision-

making may promote good behavior. Furthermore, it is advisable to provide diverse bonuses and incentives to recognize and reward staff for their commendable acts. This work further functions as a significant resource for future scholars by facilitating

further examination. Consequently, the results of this research may be reproduced in other areas, like healthcare, finance, and other industries, to enhance comprehension of workplace wrongdoing and foster equity throughout businesses.

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