



## The Role of Job Satisfaction and Job Stress in Mediating the Effect of Organizational Justice on Deviant Behaviour in the Workplace



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### Abstract

Workplace deviant behaviour is the behaviour of members of the organization that is not following the rules or norms, general habits that serve as guidelines in the organization that have a negative impact on the organization and/or members of the organization. This study aims to determine the role of job satisfaction and job stress in mediating the effect of organizational justice on workplace deviant behaviour. This research was conducted on government employees at Udayana University with a sample of 106 employees. The samples were collected by using proportionate random sampling. Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The result showed that job satisfaction was not able to mediate the effect of organizational justice on workplace deviant behaviour and job stress was able to fully mediate the effect of organizational justice on workplace deviant behaviour. These results showed that to reduce workplace deviant behaviour, the leaders must improve organizational justice that can increase job satisfaction and reduce job stress levels so that the employee's intention to behave defiantly in the workplace will be reduced.

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## 1 Introduction

Unud Education Staff is human resources supporting the implementation of higher education in the fields of administrative services, laboratories, information technology, libraries, and other supports. In providing services to Lecturers, Students, and the Community, they are always guided by the code of ethics and code of conduct that have been established to maintain dignity and honour. Regulating the behaviour of educators to carry out their duties honestly, responsibly, with high integrity, carry out duties following the orders of superiors carefully and disciplined, serve with respect, courtesy, and without pressure, keeping conflicts of interest from occurring in carrying out their duties, provide information correctly and not misleadingly to other parties, do not misuse internal information, their duties, status, power and position to obtain or seek benefits for themselves or others. Regulating the behaviour of Unud educators does not necessarily make the behaviour of Unud staff free from deviant behaviour in the workplace. Deviant behaviour phenomena of Unud educators in the workplace such as not being willing to help colleagues (working only according to their respective duties and functions), not being responsible for the tasks given, hating colleagues, being late in coming to the office, not being on time in completing work, not respecting the opinions of colleagues, saying harsh words to colleagues, and work not according to procedures or not following the instructions of superiors in carrying out tasks. This is due to unfair leadership behaviour, the workload that is not following the abilities of employees, the absence of an increase in salary or rewards, unfair promotion opportunities, lack of supervision, the presence of conflicts between employees, inappropriate distribution of work, the presence of obstacles to career development due to simplification of echelonization.

Tuna et al. (2016), state deviant behaviour in the workplace is a type of behaviour that takes unfair advantage of the organization negatively, affects the common norms and expectations of the organization and also threatens the values, and social habits in the organization so that it can threaten the organization, its members or both. The concept of deviant behaviour is more studied in the management context because it has consequences for high-cost losses and loss of comfort working in organizations (Howard et al., 2016; Chen et al., 2015; Cheang and Appelbaum, 2015), inhibits creativity and innovation (Muafi, 2011; Thompson, 2000), and can also trigger members' desire to leave (turnover), dissatisfaction, decrease in organizational authority, theft etc.

The form of justice applied in the organization can affect the good behaviour or bad behaviour of employees (Afandi, 2016; Narayan & Murphy, 2017) which can increase the positive attitude of employees towards the organization and reduce the influence of employee deviant behaviour (Robbins & Judge, 2015). The theory of justice (Stacy Adam, 1963) states that employees will compare the results received with the efforts that have been made in completing their work with the results of efforts made by other employees and strive to eliminate injustice (Robbins & Judge, 2015). Khattak et al. (2019), review how organizational justice has a negative impact on deviant behaviour in the workplace.

Other factors that can reduce the risk of deviant behaviour in the workplace are job satisfaction (Mahyarni, 2019) where leaders provide supervision and guidance to colleagues to support each other, salaries that follow the performance, opportunities to get the same promotion, opportunities to be able to develop and make employees happy with the level of responsibility given in doing the work. Job satisfaction is an affective or emotional response to various aspects of work and is not a single concept (Erniwati, 2020) where job satisfaction reflects people who care about their work or aspects of their work (Mahyarni, 2019).

The factor that can increase deviant behaviour in the workplace, of which is job stress which has a bad influence on the organization and its employees (Silva & Ranashinghe, 2017). The research of Wardani & Yousef (2018) as well as Adekanmbi & Ukpere (2019) has reviewed the positive influence of job stress on deviant behaviour in the workplace. Pressures and workloads that do not match the employee's skills or abilities tend to result in employees experiencing job stress (Weinsten & Trickett, 2016). When employees experience job stress, the tendency of employees to carry out acts of deviant behaviour in the workplace will increase (Taylor et al., 2017).

Deviant behaviour refers to the perception of fairness perceived by employees in work and how such assessments can affect other variables related to work (Khatri, et al., 1999). Oge (2015), stated that deviant behaviour in the workplace occurs due to a form of injustice that occurs in the organizational environment. Organizational justice is a form of job satisfaction which means employees feel justice in the organization, the more satisfied the employees feel for their work, and vice versa, the more employees feel the lack of justice in the organization, the less satisfied employees will feel towards their work (Taheri & Soltani, 2013). Job satisfaction is an employee's response to their work experience and also the employee's emotional condition to work (Siengthai & Pilangarm, 2016). The success of an organization is determined by the job satisfaction felt by its employees. When employees have satisfaction in work such as a salary that is following the workload, promotion, supervision and coaching will minimize the

occurrence of deviant behaviour in the workplace (Judge et al., 2010; Gaertner, 1999). Meanwhile, dissatisfaction in the work is not following the wishes of employees, which will cause job stress in employees. Employees who experience job stress tend to engage in deviant behavioural actions in the workplace (Taylor et al., 2017).

Research by Tuna et al. (2016), states that job satisfaction can mediate the influence of job stress on deviant behaviour in the workplace, besides that job satisfaction can be a mediator of organizational justice towards deviant behaviour in the workplace (Crow et al., 2012). This study aims to analyze the influence of organizational justice and mediation of job stress and job satisfaction on deviant behaviour in the workplace at Udayana University.

Puspita & Zakiy (2020), Jeewandara & Kumari (2021), stated that organizational justice has a negative and significant effect on deviant behaviour in the workplace as also stated by Khattak et al., (2019). The results of research by Soaad et al. (2020), state that there is a statistically significant negative correlation between organizational justice and deviant behaviour in the workplace. Research by Gull et al. (2021), states that organizations that practice distributive, procedural, and interactional justice face less likelihood of deviant behaviour in the workplace among their employees.

*H<sub>1</sub> : Organizational has a negative and significant effect on deviant behaviour in the workplace*

Job satisfaction can decrease deviant behaviour in the workplace (Mahyarni, 2019). Emilisa et al. (2018), Srivastava (2016), and Tuna et al. (2016), in their research, stated that job satisfaction can inhibit negative employee behaviours such as theft, aggressive actions and sabotage, which means that the higher the employee's job satisfaction, the lower the chances of employees behaving defiantly in the workplace (Ulfa & Idris, 2019).

*H<sub>2</sub> : Job satisfaction has a negative and significant effect on deviant behaviour in the workplace.*

Raza et al. (2017) and Silva & Ranasinghe (2017), state that job stress can be an important predictor of employee behaviour in the workplace. Silva & Ranasinghe (2017), stated that one of the factors that cause deviant behaviour in the workplace, namely job stress adversely affects the organization. The research of Chiu et al. (2015), Wardani & Yousef (2018), Reza et al. (2017), Silva & Rahasinghe (2017), states that job stress has a positive and significant influence on deviant behaviour in the workplace. The research of Haider et al. (2018), Adekanmbi & Ukpere (2019), and Sultana et al. (2021) proves the same thing that job stress has a positive relationship with deviant behaviour in the workplace.

*H<sub>3</sub> : Job stress has a positive and significant effect on deviant behaviour in the workplace.*

Siengthai & Pilangarm (2016), explained that job satisfaction is an employee's response to their work experience and also the employee's emotional state to work. The results of research by Putra & Indrawati (2018), Topbas et al. (2019), and Tran, (2020), show that organizational justice has a positive and significant effect on job satisfaction. Other research has also shown that there is a positive relationship between organizational justice and job satisfaction (Naami & Shokrkon, 2020; Patras et al., 2020; Sembiring et al., 2020). The results of research by Manaf et al. (2022), state that organizational justice (procedural, distributive, and interactional justice) has been shown to affect employee job satisfaction, which shows the importance of these factors in ensuring employee happiness. The results of Faheem & Mahmud (2015) state that the three dimensions of organizational justice have a significant positive influence on job satisfaction.

*H<sub>4</sub> : Organizational has a positive and significant effect on job satisfaction.*

Organizational justice contributes significantly to stress that occurs in employees where the uneven distribution of resources and unethical behaviour can increase the occurrence of job stress in employees (Sharma & Kumra, 2020). The results of research by Cassar & Buttigieg (2015) stated that organizational justice as a perception of justice according to employees has a significant influence on stress levels and behaviour in employees. Other studies state the potential for organizational justice as antecedents of employee stress associated with work (Rodriguez et al., 2019) where stress antecedents are imbalances of control demands, resource demands or lack of employee perceived reward balance so that organizational justice can be part of the phenomenon of job stress in employees (Virtanen & Elovainio, 2018). Al-kilani (2017) and Kassim et al. (2018), stated that other causes of stress are lack of information, leadership, absence of social support, and poor relationships between employees, which are related to the informational and interpersonal aspects of organizational justice.

*H<sub>5</sub> : Organizational has a negative and significant effect on job stress.*

Research by [Faheem & Mahmud \(2015\)](#) found that organizational justice negatively affects deviant behaviour in the workplace, while organizational justice has a positive effect on job satisfaction. [Rosid et al. \(2020\)](#), in their research, stated that job satisfaction has been shown to have a partial mediation role in the relationship between organizational fairness and deviant behaviour in the workplace. The results of [Baig & Ullah \(2017\)](#), state that organizational justice can reduce deviant behaviour in the workplace both directly and in mediation by job satisfaction. Organizational justice shows a higher frequency of deviant behaviour in the workplace with the mediation effect on job satisfaction ([Kim & Chung, 2019](#); [Raziq & Maulabakhsh, 2015](#); [Sy et al., 2006](#)). The results of research by [Abassi et al. \(2020\)](#), state that interactional justice and distributive justice affect deviant behaviour in the workplace through job satisfaction, but the influence of procedural justice is not significant on deviant behaviour in the workplace through job satisfaction.

*H<sub>6</sub> : Job satisfaction mediates the effect of organizational justice on deviant behaviour in the workplace.*

The research of [Soaad et al. \(2020\)](#), states that there is a statistically significant negative correlation between organizational justice and deviant behaviour in the workplace, while the research of [Navarro-Abal et al. \(2018\)](#) and [Brienza & Bobocel \(2017\)](#), states that the source of stress is the perception of justice in the workplace. Research by [Abassi et al. \(2020\)](#), used job satisfaction as a mediating variable for the influence of organizational justice on deviant behaviour in the workplace. Meanwhile, the research of [Shkoler & Tziner \(2017\)](#), uses burnout as a mediating variable for the influence of organizational justice on work misbehaviour, where burnout describes stress conditions triggered by work. Research by [Khattak et al. \(2018\)](#), states that there is a positive influence between procedural injustice and deviant behaviour in the workplace which is partly mediated by negative emotions, in addition to negative emotions mediating the full influence of the perception of distributive injustice and interactional injustice on deviant behaviour in the workplace.

*H<sub>7</sub> : Job stress mediates the effect of organizational justice on deviant behaviour in the workplace.*

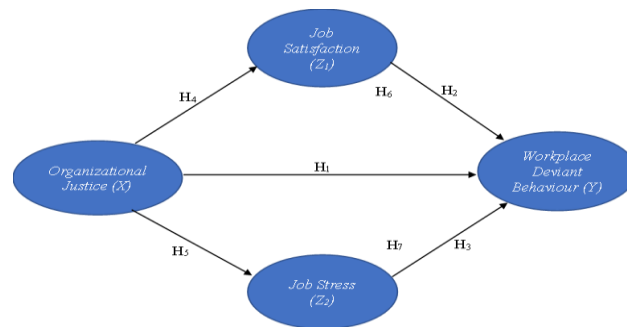


Figure 1. Conceptual framework

## 2 Materials and Methods

This study applies an associative (relationship) research model aimed at determining the variables that affect deviant behaviour at work, job stress, organizational justice, and job satisfaction. Sampling in this study used the proportionate random sampling technique, which is a sampling technique where all members have the same opportunity to be sampled according to their proportions. The population of this study was all civil servants at the Udayana University Head Office, in a total of 144 people spread across 8 Work Units, while the number of research samples was determined using the Slovin formula with a total sample of 106 respondents. Testing research instruments using the SPSS program while statistical analysis of data using the SmartPLS program. Operational definitions of variables can be seen in Table 1 as follows:

Table 1  
Operational variable

Variable	Dimension	Indicator	correlation coefficient	Sig. (2-tailed)	Cronbach's Alpha
Organizational fairness (X)	Procedural fairness (X <sub>1</sub> )	X <sub>1.1</sub>	0,773	0,000	0,780
		X <sub>1.2</sub>	0,826	0,000	
		X <sub>1.3</sub>	0,620	0,000	
		X <sub>1.4</sub>	0,824	0,000	
		X <sub>1.5</sub>	0,591	0,001	
	Distributive Justise (X <sub>2</sub> )	X <sub>2.1</sub>	0,838	0,000	0,864
		X <sub>2.2</sub>	0,852	0,000	
		X <sub>2.3</sub>	0,573	0,001	
		X <sub>2.4</sub>	0,900	0,000	
		X <sub>2.5</sub>	0,857	0,000	
	Interactional Justise (X <sub>3</sub> )	X <sub>3.1</sub>	0,843	0,000	0,862
		X <sub>3.2</sub>	0,750	0,000	
		X <sub>3.3</sub>	0,708	0,000	
		X <sub>3.4</sub>	0,916	0,000	
		X <sub>3.5</sub>	0,812	0,000	
Work satisfaction (Z <sub>1</sub> )	The work (Z <sub>1.1</sub> )	Z <sub>1.1.1</sub>	0,797	0,000	0,775
		Z <sub>1.1.2</sub>	0,713	0,000	
		Z <sub>1.1.3</sub>	0,557	0,001	
		Z <sub>1.1.4</sub>	0,777	0,000	
		Z <sub>1.1.5</sub>	0,768	0,000	
	Salary or Reward (Z <sub>1.2</sub> )	Z <sub>1.2.1</sub>	0,629	0,000	0,857
		Z <sub>1.2.2</sub>	0,785	0,000	
		Z <sub>1.2.3</sub>	0,902	0,000	
		Z <sub>1.2.4</sub>	0,860	0,000	
		Z <sub>1.2.5</sub>	0,880	0,000	
	Promotional opportunities (Z <sub>1.3</sub> )	Z <sub>1.3.1</sub>	0,837	0,000	0,857
		Z <sub>1.3.2</sub>	0,831	0,000	
		Z <sub>1.3.3</sub>	0,741	0,000	
		Z <sub>1.3.4</sub>	0,875	0,000	
		Z <sub>1.3.5</sub>	0,724	0,000	
	Supervision (Z <sub>1.4</sub> )	Z <sub>1.4.1</sub>	0,888	0,000	0,933
		Z <sub>1.4.2</sub>	0,880	0,000	
		Z <sub>1.4.3</sub>	0,887	0,000	
		Z <sub>1.4.4</sub>	0,922	0,000	
		Z <sub>1.4.5</sub>	0,880	0,000	

Table 2  
Operational Variable (cont)

Variable	Dimension	Indicator	correlation coefficient	Sig. (2-tailed)	Cronbach's Alpha
	Co-workers (Z <sub>1.5</sub> )	Z <sub>1.5.1</sub>	0,733	0,000	0,881
		Z <sub>1.5.2</sub>	0,899	0,000	
		Z <sub>1.5.3</sub>	0,842	0,000	
		Z <sub>1.5.4</sub>	0,768	0,000	
		Z <sub>1.5.5</sub>	0,871	0,000	

Job stress ( $Z_2$ )	Task demands ( $Z_{2.1}$ )	$Z_{2.1.1}$	0,733	0,000	0,699
		$Z_{2.1.2}$	0,638	0,000	
		$Z_{2.1.3}$	0,735	0,000	
		$Z_{2.1.4}$	0,780	0,000	
		$Z_{2.1.5}$	0,516	0,004	
	Role demands ( $Z_{2.2}$ )	$Z_{2.2.1}$	0,483	0,007	0,676
		$Z_{2.2.2}$	0,713	0,000	
		$Z_{2.2.3}$	0,464	0,010	
		$Z_{2.2.4}$	0,792	0,000	
		$Z_{2.2.5}$	0,813	0,000	
	Interpersonal demands ( $Z_{2.3}$ )	$Z_{2.3.1}$	0,882	0,000	0,701
		$Z_{2.3.2}$	0,686	0,000	
		$Z_{2.3.3}$	0,861	0,000	
		$Z_{2.3.4}$	0,524	0,003	
		$Z_{2.3.5}$	0,478	0,007	
	Organizational structure ( $Z_{2.4}$ )	$Z_{2.4.1}$	0,851	0,000	0,811
		$Z_{2.4.2}$	0,794	0,000	
		$Z_{2.4.3}$	0,826	0,000	
		$Z_{2.4.4}$	0,604	0,000	
		$Z_{2.4.5}$	0,734	0,000	
Organizational leadership ( $Z_{2.5}$ )	$Z_{2.5.1}$	0,756	0,000	0,694	
	$Z_{2.5.2}$	0,630	0,000		
	$Z_{2.5.3}$	0,667	0,000		
	$Z_{2.5.4}$	0,545	0,002		
	$Z_{2.5.5}$	0,589	0,001		
Deviant Behavior in the Workplace (Y)	Interpersonal Deviance ( $Y_1$ )	$Y_{1.1}$	0,753	0,000	0,844
		$Y_{1.2}$	0,756	0,000	
		$Y_{1.3}$	0,620	0,000	
		$Y_{1.4}$	0,686	0,000	
	Organizational Deviance ( $Y_2$ )	$Y_{2.1}$	0,788	0,000	0,921
		$Y_{2.2}$	0,649	0,000	
		$Y_{2.3}$	0,626	0,000	
		$Y_{2.4}$	0,816	0,000	
		$Y_{2.5}$	0,894	0,000	
		$Y_{2.6}$	0,792	0,000	
		$Y_{2.7}$	0,867	0,000	
		$Y_{2.8}$	0,839	0,000	

Source: Primary Data, processed (2022)

Validity is measured using the Pearson Product Moment formula (Sugiyono, 2019). An instrument is declared valid if it has a correlation coefficient of  $\geq 0.30$  (greater than or equal to 0.30) with an Alpha error rate of  $\leq 0.05$  (smaller or equal to 0.05) while the value of an instrument is said to be reliable when the Alpha Cronbach value  $\geq 0.6$  (Sugiyono, 2019). From table 1, it can be seen that all indicators have a correlation coefficient of  $\geq 0.30$  so it can be declared that the research indicators are valid, as well as the value of Cronbach's alpha in this study has a value of  $\geq 0.6$ , so that the research instrument can be declared reliable.

### 3 Results and Discussions

The data in this study were collected using questionnaires distributed to 106 respondents, the characteristics of respondents in this study can be seen in Table 2 as follows:

Table 2  
Characteristics of Respondents

Characteristics of Respondents	Total Sample	Percentage
Work Units	BAKH	12 11,32%
	Biro Umum	37 34,91%
	BPKU	18 16,98%
	BKM	12 11,32%
	LPPM	9 8,49%
	LP3M	7 6,60%
	USDI	2 1,89%
	UPT. Perpustakaan	9 8,49%
Gender	Male	62 58,49%
	Female	44 41,51%
Period of service	1-5 years	1 0,94%
	6-10 years	7 6,60%
	11-15 years	25 23,58%
	16-20 years	28 26,42%
	21-25 years	11 10,38%
	26-30 years	17 16,04%
	> 30 years	17 16,04%
Education	SD	1 0,94%
	SMP	0 0,00%
	SMA	19 17,92%
	Diploma	9 8,49%
	S1	60 56,60%
	S2/S3	17 16,04%

Source: Primary Data, processed (2022)

Table 2 shows that the most respondents came from the Work Unit of the General Bureau as many as 37 respondents (34.91%), while the fewest respondents were USDI as 2 respondents (1.89%), this is because the number of civil servants in the General Bureau is the most among other units at the head office. Judging from the gender of the respondents, most of them are male with a total of 58.49% and women with 41.51%. Judging from the respondent's length of service, respondents had at least 1-5 years of service and most respondents had a working period of between 16-20 years while judging from the respondent's education, respondents had at least 1 respondent's elementary level education and the most had S1 level education as many as 60 respondents.

This study uses component-based SEM (Structural Equation Model) analysis techniques or variance, namely PLS (Partial Least Square) with Smart PLS 3.3.9 software. The evaluation of the models used in this measurement model is the convergent validity, discriminant validity and composite reliability tests. Convergent validity can be seen from the Average Variance Extracted (AVE) value with the measurement value must be greater than 0.5, the AVE value of the study can be seen in Table 3 as follows:

Table 3  
AVE value research

	Average Variance Extracted (AVE)
Organizational Justice	0,507
Job Satisfaction	0,513
Job stress	0,510
Deviant Behavior in the Workplace	0,560

Source: Primary Data, processed (2022)

In Table 3, it can be seen that all variables have an AVE value above 0.5 with the lowest AVE value, namely organizational justice of 0.507. Thus it can be stated that the data in the study are valid, meaning that the latent variable can explain more than half of the variants of its indicators on average. *Discriminate validity in this study can also be seen in the root value of the AVE (Fornell-Larcker Criterion) and the value of the Heterotrait-Monotrait Ratio of Correlations (HTMT)*. Fornell-Larcker Criterion values based on smart pls analysis results can be seen in Table 4 as follows:

Table 4  
Fornell-Larcker Criterion Values

	Organizational Fairness	Job Satisfaction	Deviant Behavior in the Workplace	Job stress
Organizational Fairness	0,687			
Deviant Behavior in the Workplace	-0,199	0,748		
Job Satisfaction	0,668	-0,264	0,662	
Job stress	-0,500	0,500	-0,473	0,669

Source: Primary Data, processed (2022)

Discriminate validity is seen from the AVE root value by looking at the correlation value between latent variables where the value of the AVE root must be greater than the correlation between latent variables in Table 5.9 it can be seen that each construct is greater than its correlation with other variables. The AVE root value of the organizational justice variable of 0.687 is greater than its correlation with other constructs, namely job satisfaction of 0.668, job stress of -0.500, and deviant behaviour in the workplace of -0.199. Likewise with other latent variables, where the value of the AVE root is greater than its correlation with other constructs. Because the value of the AVE root is greater than the correlation with other constructs, the condition of the validity of the discriminant is met. Discriminate validity seen from HTMT uses a multitrait-multimethod matrix as the basis for measurement, where the HTMT value must be less than 0.9 to ensure the validity of the discriminant between the two reflective constructs. The HTMT value in this study can be seen in Table 5 as follows:

Table 5  
Heterotrait-Monotrait Ratio (HTMT) Value

	Organizational Fairness	Job Satisfaction	Deviant Behavior in the Workplace	Job stress
Organizational Fairness				
Deviant Behavior in the Workplace	0,262			
Job Satisfaction	0,727	0,306		
Job stress	0,561	0,539	0,519	

Source: Primary Data, processed (2022)

Based on Table 5, it can be seen that all HTMT values in this study have values below 0.9 so it can be stated that all constructs have been validly discriminant based on HTMT calculations. Reliability can be seen from the value of Cronbach's alpha, besides that reliability can also be seen from the composite reliability value which is interpreted to be equal to the value of Cronbach's alpha. The accepted limit value for the composite reliability level is 0.7. The results of the reliability test of Cronbach's alpha and composite reliability can be seen in Table 6 as follows:

Table 6  
Values of Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Organizational Fairness	0,901	0,918
Job Satisfaction	0,926	0,936



Deviant Behavior in the Workplace	0,926	0,937
Job stress	0,921	0,933

Source: Primary Data, processed (2022)

Based on Table 6 it can be seen that all the values of Cronbach's alpha and composite reliability in each variable are greater than 0.7 then it can be stated that the data in the study are reliable. Evaluation of structural models (inner models) using the value of the coefficient of determination (R Square) is used to assess how much an endogenous construct can be explained by an exogenous construct. R Square values are expected to be between 0 and 1, R Square values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, or weak. The results of the R Square test in this study can be seen in Table 7 as follows:

Table 7  
R-Square and R-Square Adjusted Test Results

	R-Square	R-Square Adjusted
Job Satisfaction	0,461	0,456
Deviant Behavior in the workplace	0,262	0,240
Job stress	0,252	0,244

Source: Primary Data, processed (2022)

The R-Square test data in Table 7 obtained the R-Square value for the variable organizational justice to job stress of 0.252 which showed an influence of 25.2%. The R-Square value of job stress of 0.252 belongs to the weak model, meaning the influence of all organizational justice constructs on job stress including weak. The R-Square value for the variables of organizational justice and job stress on deviant behaviour in the workplace was 0.262 which showed to influence 0.262 x 100% = 26.2%. The R-Square value of deviant behaviour in the workplace of 0.262 is a moderate model, meaning that the variables of organizational justice and job stress can explain the variables of deviant behaviour in the workplace by 26.2% and the remaining 73.8% is explained by other factors outside the model. The R-Square value for organizational justice and job satisfaction variables on deviant behaviour in the workplace were 0.461 which showed an influence of 0.461 x 100% = 46.1% including a moderate model, meaning that the organizational justice and job satisfaction variables were able to explain the variables of deviant behaviour in the workplace by 46.1% and the remaining 53.9% per cent was explained by other factors outside the model.

In addition to looking at the R-Square value to see the model, it can also be by looking at the Q2 value predictive relevance. If the Q2 value > 0, then it can be said to have a good observation value, while if the Q2 value < 0 then it can be said that the observed value is not good. The R Square value of the variable of job satisfaction variable of 0.531, job stress of 0.211, and variable of deviant behaviour in the workplace of 0.265 indicates that the structural model in the category is good because the greater the ability of the exogenous variable can explain the endogenous variable. Q Square calculation is done by the formula:

$$Q^2 = 1 - [(1 - R1^2) (1 - R2^2) (1 - R3^2)] \dots\dots\dots (1)$$

The magnitude of Q2 has a value with a range of 0 < Q2 < 1, the value of Q2 where closer to 1 (one) means that the model is getting better. The value of Q2 > 0 indicates the model has predictive relevance. The Q2 results in this study were 0.702 or 70.2%, thus it can be stated that the model in this study has a relevant predictive value, where the model used can explain the information in the research data by 70.2%.

In this study, there were five hypotheses of direct influence that were tested using PLS. The test is carried out by a t-test (t-test) on each path of influence between variables. Bootstrapping testing of samples is intended to minimize the problem of abnormality of research data by looking at t-statistics and p-values. The results of the test of the direct influence on the analysis of structural equations can be seen in Table 8 as follows:

Table 8  
Direct influence test results

	Path Coefficient	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
Organizational Fairness -> Job Satisfaction	0,679	0,074	9,145	0,000	Accepted
Organizational Justice -> Deviant Behavior in the Workplace	-0,202	0,099	2,044	0,041	Accepted
Organizational Justice -> Job stress	-0,502	0,092	5,454	0,000	Accepted
Job Satisfaction -> Deviant Behavior in the Workplace	-0,120	0,128	0,938	0,348	Rejected
Job stress -> Deviant Behavior at Work	0,512	0,103	4,959	0,000	Accepted

Source: Primary Data, processed (2022)

The results of the analysis of organizational justice for deviant behaviour in the workplace can be seen that the magnitude of the parameter coefficient for the variable of organizational justice for deviant behaviour in the workplace is -0.202 which means that there is a negative influence of organizational justice on deviant behaviour in the workplace, which means that the better the value of organizational justice, the lower the deviant behaviour in the workplace will be. An increase in one organizational justice unit will reduce deviant behaviour in the workplace by 20.2%. Based on calculations by bootstrapping, where the test results of the coefficient of influence of organizational justice on deviant behaviour in the workplace are -0.202 with a calculated t value of 2.044 and a standard deviation of 0.009 and a p-value value is  $0.041 < 0.05$  so that hypothesis 1 (H1) is accepted which means that the direct influence of organizational justice on deviant behaviour in the workplace is statistically meaningful or significant. The results of this study are in line with the research of [Jeewandara & Kumari \(2021\)](#), [Puspita & Zakiy \(2020\)](#), and [Khatak et al. \(2019\)](#), which state that organizational justice has a negative and significant effect on deviant behaviour in the workplace. In addition, [Soaad et al. \(2020\)](#), also mentioned that there is a statistically significant negative correlation between organizational justice and deviant behaviour in the workplace.

The results of the analysis of job satisfaction on deviant behaviour at work can be seen that the magnitude of the parameter coefficient for the variable of job satisfaction with deviant behaviour at work is -0.120 which means that there is a negative influence of job satisfaction on deviant behaviour in the workplace, which means that the higher the value of job satisfaction, the lower the deviant behaviour in the workplace ([Santya & Dewi, 2022](#)). An increase in one unit of job satisfaction will reduce deviant behaviour in the workplace by 12%. Based on calculations by bootstrapping, where the test results of the coefficient of influence of job satisfaction on deviant behaviour in the workplace are -0.120 with a calculated t value of 0.938 and a standard deviation of 0.938, and the p-value is  $0.348 > 0.05$  so that hypothesis 2 (H2) is rejected which means the direct effect of job satisfaction on deviant behaviour in the workplace is not meaningful or statistically insignificant. The results of this study contradict the research of [Ulfa & Idris \(2019\)](#), [Emilisa et al. \(2018\)](#), [Srivastava \(2016\)](#), and [Tuna et al. \(2016\)](#), which stated that higher job satisfaction can inhibit negative behaviours such as theft, aggressive actions and sabotage. [Mahyarni \(2019\)](#), mentioned that job satisfaction can reduce deviant behaviour in the workplace. However, the results of this study are in line with the results of research from [Czarnota-Bojarska \(2015\)](#) which found high job satisfaction but accompanied by a tendency to behave defiantly at work, as well as research from [Bahri et al. \(2013\)](#), which states there is no meaningful relationship between job satisfaction and deviant behaviour in the workplace.

The results of the analysis of job stress on deviant behaviour at work can be seen that the magnitude of the parameter coefficient for the variable of job stress on deviant behaviour at work is 0.512 which means that there is a positive influence of job stress on deviant behaviour at work, which means that the higher the value of job stress, the higher the deviant behaviour in the workplace ([Indahyati & Sintaasih, 2019](#)). An increase in one unit of job stress will increase deviant behaviour in the workplace by 51.2%. Based on calculations by bootstrapping, where the test results of the coefficient of influence of job stress on deviant behaviour at work are 0.512 with a calculated t value of 4.959 and a standard deviation of 0.103, and the p-value is  $0.000 < 0.05$  so that hypothesis 3 (H3) is accepted which means that the

direct influence of job stress on deviant behaviour at work is meaningful or statistically significant. These results are in line with several previous studies (Chiu et al., 2015; Wardani & Yousef 2018; Reza et al., 2017; Silva & Rahasinghe, 2017). Sultana et al. (2021), proved the same thing where job stress has a positive relationship with deviant behaviour in the workplace where organizations must ensure employee job satisfaction and must pay attention to the reasons for low job stress that will reduce deviant behaviour in the workplace.

The results of the analysis of organizational justice on job satisfaction can be seen that the magnitude of the parameter coefficient for the variable of organizational justice to job satisfaction is 0.679 which means that there is a positive influence of organizational justice on job satisfaction, which means that the higher the value of organizational justice, the higher job satisfaction will be. An increase in one organizational justice unit will increase job satisfaction by 67.9%. Based on calculations by bootstrapping, where the test results of the coefficient of influence of organizational justice on work are 0.679 with a calculated t value of 9.145 and a standard deviation of 0.074, and the p-value is  $0.000 < 0.05$  so that hypothesis 4 (H4) is accepted which means that the direct influence of organizational justice on job satisfaction is meaningful or statistically significant. These results are in line with several previous studies (Faheem & Mahmud 2015; Putra & Indrawati, 2018; Topbas et al., 2019; Tran, 2020; Naami & Shokrkon, 2020; Patras et al., 2020; Sembiring et al., 2020). Manaf et al. (2022), revealed that organizational justice (procedural, distributive, and interactional justice) is shown to affect employee job satisfaction, which indicates the importance of these factors in ensuring employee happiness.

The results of the analysis of organizational justice for job stress can be seen that the magnitude of the parameter coefficient for the variable of organizational justice to job stress is -0.502 which means that there is a negative influence of organizational justice on job stress, which means that the higher the value of organizational justice, the lower the job stress will be. An increase in one organizational justice unit will reduce job stress by 50.2%. Based on calculations by bootstrapping, where the test results of the coefficient of influence of organizational justice on job stress are -0.502 with a calculated t value of 5.454 and a standard deviation of 0.099, and the p-value is  $0.000 < 0.05$  so the hypothesis 5 (H5) is accepted which means the direct influence of organizational justice on job stress is meaningful or statistically significant. These results are in line with several previous studies (Sharma & Kumra, 2020; Rodriguez et al., 2019; Virtanen & Elovainio, 2018; Cassar & Buttigieg, 2015). Sharma & Kumra (2020), revealed that organizational justice contributes to stress that occurs in employees where the uneven distribution of resources and unethical behaviour can increase the occurrence of job stress in employees.

In addition to the direct influence, the role of mediation variables of job satisfaction and job stress on the indirect effect of organizational justice on deviant behaviour in the workplace was also tested in this study. Testing mediation variables in this study examines the role of mediation variables of job satisfaction and job stress by looking at the direct and indirect effect of organizational justice variables on variables of deviant behaviour in the workplace. The results of the indirect effect test can be seen in Table 9 as follows:

Table 9  
Indirect effect Test Results

	Path Coefficient	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Ket
Organizational Justice -> Job stress -> Deviant Behavior in the Workplace	-0,257	0,075	3,446	0,001	Diterima
Organizational Justice -> Job Satisfaction -> Deviant Behavior in the Workplace	-0,082	0,092	0,889	0,375	Ditolak

Source: Primary Data, processed (2022)

In Table 9, it can be seen that the magnitude of the parameter coefficient for the variable of organizational justice to deviant behaviour in the workplace through job satisfaction is -0.082 with a calculated t value of 0.889 and a standard deviation of 0.092 and a p-value of  $0.375 > 0.05$  so that hypothesis 6 (H6) is rejected which means the indirect effect of organizational justice on deviant behaviour in the workplace through job satisfaction is meaningless or statistically

insignificant. The model of testing job satisfaction mediation variables on the influence of organizational justice on deviant behavior in the workplace can be seen in Figure 2 as follows:

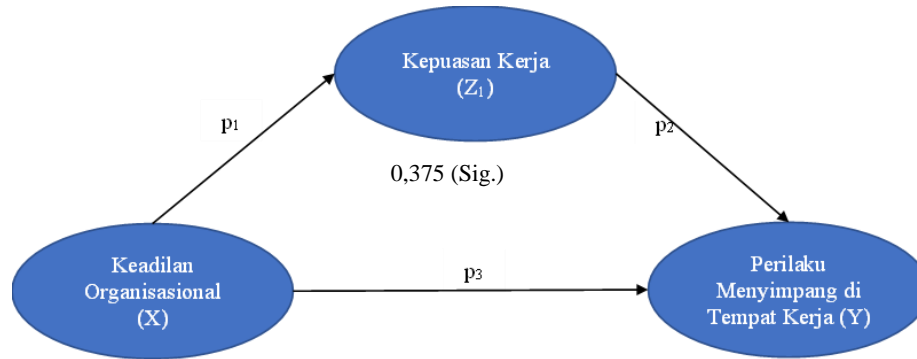


Figure 2. The effect of organizational justice variables on deviant behaviour variables in the workplace by involving job satisfaction variables  
Source: Primary Data, processed (2022)

In Table 9 and Figure 2 it can be seen that the indirect effect of organizational justice on deviant behaviour in the workplace through job satisfaction ( $p1 \cdot p2$ ) is insignificant (Sig. by 0.375) and the direct influence of organizational justice on deviant behaviour in the workplace ( $p3$ ) is significant (Sig. by 0.041), then it can be stated that there is only a direct-only influence and there is no role of job satisfaction as a mediator (no mediation) on the influence of organizational justice on deviant behaviour in the workplace. The results of this study contradict the research of [Kim & Chung \(2019\)](#), [Faheem & Mahmud \(2015\)](#), [Rosid et al. \(2020\)](#), [Baig & Ullah \(2017\)](#), state that organizational justice can reduce deviant behaviour in the workplace both directly and in mediation by job satisfaction.

In Table 9, it can be seen that the magnitude of the parameter coefficient for organizational justice variables towards deviant behaviour in the workplace through job stress is -0.257 which means that there is a negative influence of organizational justice on deviant behaviour in the workplace through job stress, which means that the higher the value of organizational justice through job stress, the lower the deviant behaviour in the workplace will be. The increase in organizational justice units will reduce deviant behaviour in the workplace through job stress by 25.1%. The results of the calculation by bootstrapping, where the results of the test of the coefficient of influence of organizational justice on deviant behaviour in the workplace through job stress were -0.257 with a calculated t value of 3.446 and a standard deviation of 0.075 and a p-value of  $0.001 < 0.05$  so that hypothesis 7 (H7) was accepted which means the indirect effect of organizational justice on deviant behaviour in the workplace through job stress is meaningful or statistically significant. A model of testing job stress mediation variables on the influence of organizational justice on deviant behaviour in the workplace can be seen in Figure 3 as follows:

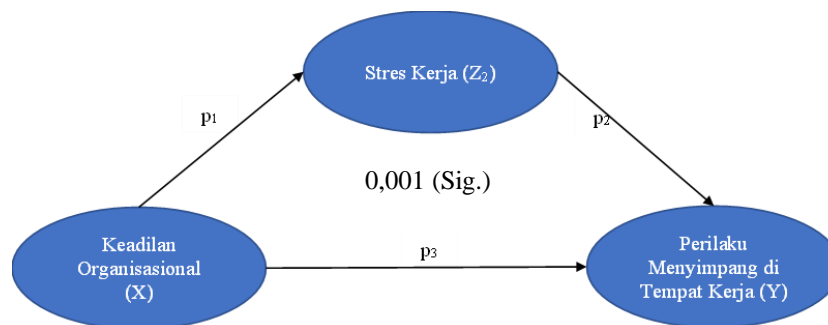


Figure 3. The Effect of Organizational Justice variables on Deviant Behavior variables in the Workplace by involving job stress variables  
Source: Primary Data, processed (2022)

In Table 9 and Figure 9 it can be seen that the indirect effect of organizational justice on deviant behaviour in the workplace through job stress ( $p1 \rightarrow p2$ ) is significant (Sig. by 0.001) with a path coefficient of -0.257 and the direct influence of organizational justice on deviant behaviour in the workplace ( $p3$ ) is significant (Sig. of 0.041) with a path coefficient of -0.257, then it can be stated that there is an indirect effect with the role of job stress as competitive-partial mediation on the influence of organizational justice on deviant behaviour in the workplace. The results of this study support the studies of [Abassi et al. \(2020\)](#), [Khattak et al. \(2018\)](#), and [Shkoler & Tziner, \(2017\)](#) which stated that job stress can mediate organizational justice to deviant behaviour in the workplace. Good organizational justice tends to lower the pressure that employees feel in completing their work. The decrease in job pressure felt by employees will reduce employees' intention to behave defiantly in the workplace.

## 4 Conclusion

Based on the results of hypothesis testing, it can be concluded that five of the seven hypotheses in the study were accepted, and two hypotheses in the study were rejected. This study shows that organizational justice has a negative and significant effect on deviant behaviour in the workplace, job satisfaction has a negative and insignificant effect on deviant behaviour in the workplace, job stress has a positive and significant effect on deviant behaviour in the workplace, organizational fairness has a positive and significant effect on job satisfaction, organizational justice has a negative and significant effect on job stress, job satisfaction is unable to mediate the influence of organizational justice on deviant behaviour in the workplace, and job stress can mediate the influence of organizational justice on deviant behaviour in the workplace. This research also contributes to the theory of justice, where there are obligations and mutual expectations felt between employees and organizations. In this case, the organization needs to provide good justice to all employees in the form of procedural justice, distributive justice, and interactional justice, reducing work pressure. The existence of good organizational justice felt by employees will increase job satisfaction, and reduce stress and deviant behaviour in the workplace. Based on these findings, the results of this study can enrich the development of human resource management science, especially related to deviant behaviour in the workplace and enrich empirical studies related to the role of job satisfaction and job stress in mediating the influence of organizational justice on deviant behaviour in the workplace.

### *Conflict of interest statement*

The authors declared that they have no competing interests.

### *Statement of authorship*

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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