

Original Research Article
**Controlling Workplace Deviant Behavior
Through the Role of Organizational Justice and
Job Satisfaction as Mediation in Islamic
Colleges Purwokerto City**

ABSTRACT

Aims: The aim of this research is to examine the influence of organizational justice on workplace deviant behavior with job satisfaction as a mediator based on Social Exchange Theory.

Study design: The method in this research uses a Likert scale-based questionnaire with a sampling technique using a quota sampling technique. The data that has been obtained is then tested using the Smart Partial Least Squares Application.

Place and Duration of Study: This research was conducted on employees at the Purwokerto City Islamic College, totaling 216 respondents and a population of 547 employees who focused on employees in the administrative sector for more than 1 month, starting from October 18, 2023.

Methodology: The results of this analysis calculate the percentage of the results of the demographic conditions of all employee respondents at the universities studied so that the calculations are even. As a result, the sampling collected 216 respondents, including 116 male employees, and 100 female employees, with a predominance of ages 20 - < 30 years, with the most dominant education being Bachelor Degree, and the dominant length of work is around 1 – 3 years with the majority of employee status being permanent employees.

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

Conclusion: These findings suggest that there are instances of abnormal conduct at work. 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.

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 (Maisaroh & Darmawan, 2023). 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 (Maisaroh & Darmawan, 2023). 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 (Erwantiningsih, 2019). 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 (Abbasi, Ismail, Baradari, 2020). 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 (Erwantiningsih, 2019). Organizations therefore prefer workers who fulfill their positions' obligations and do not cause harm to the workplace (Abbasi, Baradari & Hashim, 2020).

Harmful behavior can cause undesirable losses to the organization and is considered deviant (Abbasi, Ismail, Baradari, 2020). Baharom et al., (2017), 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. (Chaudhary et al., 2022). Many organizations are conscious of how deviation affects their performance and know that in order to stay competitive, they must minimize workplace deviation (Abbasi et al., 2018). 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 (Rosid et al., 2020). 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 (Abbasi, Baradari & Hashim, 2020). Counterproductive work behavior revolves around violations of organizational norms and regulations, such as organizational fraud, production irregularities, and sabotage (Griep et al., 2020). 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 (Ali Abbasi, Baradari & Hashim, 2020).

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 (Rosid et al., 2020). 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. (Obalade & Mtembu, 2023). By increasing justice and fairness in the organization, employees who tend to commit deviations in the organization will decrease (Abbasi, Baradari & Hashim, 2020). Modern organizations seek to gain competitive advantage through human strengths (H. Hany et al., 2020). 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 (Abbasi, Baradari & Hashim, 2020). Colquitt et al., (2001) 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 (Abbasi, Baradari & Hashim, 2020). 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 (H. Hany et al., 2020).

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. 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 (Permata & Soeling, 2022).

This is also similar to research Rosid et al., (2020) 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., (2020), 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., (2020) 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 (2015) 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 (1958) 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 (Cropanzano & Mitchell, 2005). 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 (Abbasi, Baradari & Hashim, 2020). 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, 2020). Chaudhary et al., (2022), 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" (Cropanzano & Mitchell, 2005). Cropanzano & Mitchell, 2005 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 (Chaudhary et al., 2022), 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., (2022) 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 (H. Hany et al., 2020). 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. (Chaudhary et al., 2022).

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 (H. Hany et al., 2020). 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 (Obalade & Mtembu, 2023). Colquitt et al., (2001) gave rise to a further classification that forms of justice fall into four categories, namely distributive, procedural, interpersonal and informational justice (Obalade & Mtembu, 2023). 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 (De Lara & Verano-Tacoronte, 2007). Distributive justice describes the perception of the fairness of the distribution of rewards (Wu & Wang, 2008). 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 (Obalade & Mtembu, 2023). 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 (Colquitt et al., 2001).

In research conducted by Haldorai et al., (2020), 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 (Haldorai et al., 2020). This deviant behavior may occur more often because of the perception that they have been treated unfairly at work (Fernández-del-Río et al., 2022). 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 (Abbasi, Ismail, Baradari, 2020). It seems that more and more research is taking objects in companies, for example research Rosid et al., (2020), 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 (Abbasi, Ismail, Baradari, 2020). From the results of the analysis Abbasi, Baradari & Hashim, (2020) 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., (2020) 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 (Miushad et al., 2022). 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 (Abbasi, et al., 2020). In simple words, job satisfaction is defined as a person's general approach towards his work (Abbasi, et al.,

2020). 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 (Abbasi, Ismail, Baradari, 2020). 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 (Ekingen, 2023). 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 (Ibrahim et al., 2022).

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 (Abbasi, Ismail, Baradari, 2020). Deviance in organizations has different characteristics, but often has negative outcomes and consequences for the organization, sometimes affecting employee productivity and efficiency (Abbasi, Ismail, Baradari, 2020). Robinson & Bennett (1995) 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 (Reflisia & Syahrizal, 2021). In research put forward by Abbasi, Baradari & Hashim, (2020) 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 (Hackman & Oldham, 1976). As research found by Anis & Emil, (2022) 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, (2020) 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, (2015) and Nemteanu & Dabija, (2021) 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) (Ebtsam, 2020). 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 (Woldearegay, 2021). According to Greenberg (1987), organizational justice originates from efforts to examine the role of justice in effective organizational operations (Obalade & Mtembu, 2023). 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 (Abbasi, Baradari & Hashim, 2020). Organizational justice as personal evaluation of managerial behavior, ethics, and moral status (Malhotra et al., 2020). 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 (Faris et al., 2022). 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 (Faris et al., 2022).

Brockner & Wiesenfeld, (1996) 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 (Tufan et al., 2023). In research (Pariyanti et al., 2022), states that job satisfaction describes how employees feel about a job (Kumari & Pandey, 2011). 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 (Kumari and Pandey, 2011; 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., (2020) 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, (2017) 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 (Memon et al., 2021). 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 (Bagis, et al., 2021). A high level of employee satisfaction is very important for the growth and efficiency of an organization (Alotaibi et al., 2022). 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 (Mashi, 2018). 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 (Ibrahim et al., 2022). In research Irfan, (2022), 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 (Muthuswamy & Varshika, 2023). 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 (Laila & Khan, 2020).

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, (2022) 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., (2020), producer 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 (Permata & Soeling, 2022), behavior counterproductive 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 (Anis & Emil, 2022). 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

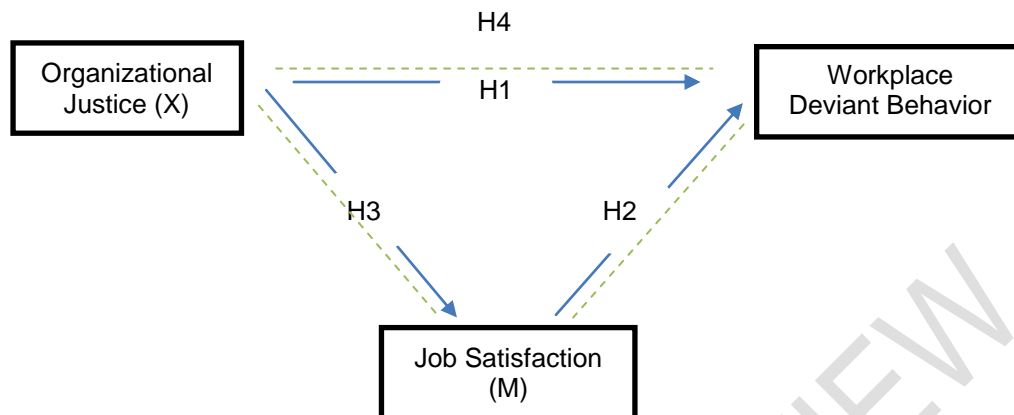


Figure 1. Conceptual Model

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 softfile 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, 1995 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) (Pariyanti et al., 2022). The job satisfaction variable is measured using a questionnaire with a reference from Fernandes and Awamleh (2006) totaling 7 items (Pariyanti et al., 2022). 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 (Pariyanti et al., 2022).

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.

Table 1. Demographic profile

DESCRIPTIVE ANALYSIS TABLE			
	Group/Identity	Frequency	Percentage
University	A University	125	57.87
	B University	61	28.24
	C University	30	13.88
Gender	Man	116	53.70
	Woman	100	46.29
Age	20 - < 30 Years	98	45.37
	30 - < 40 Years	59	27.31
	≥ 40 Years	59	27.31
Education	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
Length of working	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
Employee status	Permanent employees	150	69.44
	Contract employees	66	30.55
Wages	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

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

Figure 2. Outer Model

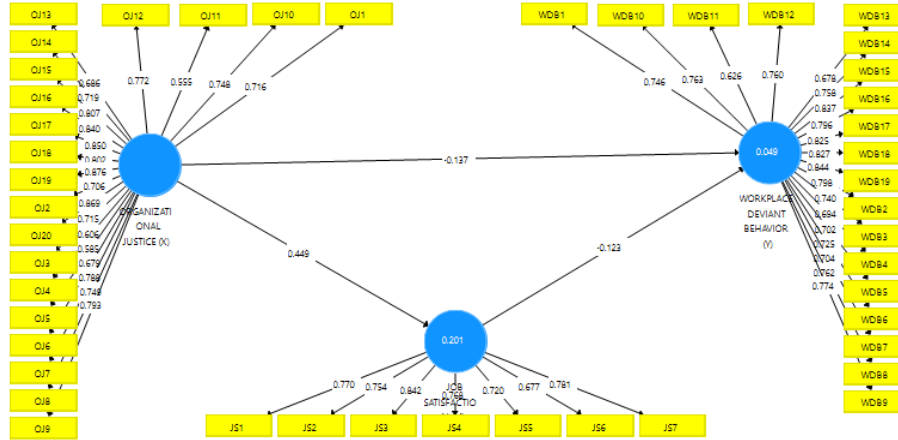


Figure 2's analysis results indicate a R Square value of 0.049, indicating a 4.9% influence of Job Satisfaction and Organizational Justice on the workplace deviant behavior variable. In the meantime, the R Square value of 0.201 indicates a 20.1% influence of organizational justice on job satisfaction.

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, (1988), 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 (Rosid et al., 2020). It can be said that all statement items are valid.

Table 2. Loading Factor Test Results

VARIABLE		Outer Loading
Organizational Justice		
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	OJ10

	treated equally.	
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
Job Satisfaction		
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
Workplace Deviant Behavior		
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
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 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.

4.3 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. 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 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

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	-0.123	-0.161	0.114	1.081	0.280	Hypothesis Not Accepted

(Y)→							
Organizational Justice (X)	0.449	0.452	0.060	7.450	0,000	Hypothesis Accepted	
Job Satisfaction (M)→							

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 (Tufan et al., 2023). 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 (Rosid et al., 2020).

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, (2018) 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., (2020) 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 (Ilyas Chaudhary et al., 2022). 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) (Ilyas Chaudhary et al., 2022). This is in line with research conducted by Czarnota-Bojarska, (2015) And 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, (2020) 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 (Irfan, 2022). Companies benefit from having contented employees because they exhibit better physical and mental well-being (Memon et al., 2021).

This is in line with research Yuwono et al., (2020) and Pariyanti et al., (2022) which suggests that Organizational Justice has a positive and significant effect on Job Satisfaction. However, this study is not in line with research Sani, (2017) 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 is presented below:

Table 5. Specific Indirect Effects

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

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 (Rosid et al., 2020). 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, (2020) 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.

4. CONCLUSIONS

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.

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