



Organizational Justice and Employee Deviant Behavior: the Mediating Effect of Job Satisfaction in PT Agrowiratama

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ABSTRACT

Deviant employee behavior is one of the issues that can hinder organizational effectiveness, especially when employees perceive unfairness in the workplace. This study aims to analyze the influence of organizational justice on deviant employee behavior and to examine the role of job satisfaction as a mediating variable at PT Agrowiratama in West Pasaman Regency. This research employs a quantitative approach through a survey involving PT Agrowiratama employees selected using purposive sampling based on research criteria. Data were collected via questionnaire distribution and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS. The results of the study indicate that: (1) organizational justice has a significant negative effect on deviant employee behavior; (2) organizational justice has a significant positive effect on job satisfaction; (3) job satisfaction has a significant negative effect on employee deviant behavior; and (4) job satisfaction mediates the relationship between organizational justice and employee deviant behavior. This study reinforces Equity Theory, which explains that perceptions of fairness within an organization play a crucial role in shaping job satisfaction and employee behavior. Therefore, companies are advised to improve fairness in compensation distribution, work procedures, and interpersonal relationships to enhance job satisfaction and minimize deviant behavior in the workplace.

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1. INTRODUCTION

Palm oil plantations play a strategic role in supporting national economic growth through their contribution to job creation, increased community income, and the strengthening of the agribusiness sector in Indonesia. In carrying out their operational activities, plantation companies rely heavily on the quality of their human resources. Therefore, human resource management is a critical aspect in maintaining organizational effectiveness and workplace stability. One of the main challenges in human resource management is the emergence of deviant employee behavior that can harm the organization both financially and non-financially. Deviant behavior in the workplace is a critical issue because it can disrupt productivity, damage working relationships, and erode the organization's trust in employees (Robinson & Bennett, 1995).

However, reality shows that deviant behavior remains a serious problem in various organizations, particularly in the plantation sector, which is characterized by jobs involving extensive supervision and the management of high-value resources. Greenberg (1990) explains that deviant behavior can take the form of actions such as tardiness, unauthorized absences, embezzlement of assets, or misuse of organizational facilities. Vardi & Weitz (2004) also emphasize that deviant behavior often arises due to job dissatisfaction, organizational pressure, and perceptions of unfairness regarding company policies. This phenomenon is also observed at PT Agrowiratama in West Pasaman Regency, where actions contrary to organizational norms still occur, such as the theft of oil palm fruits, embezzlement of fertilizer, card gambling, and the misuse of the company's operational fuel. These actions not only cause economic losses to the company but also reflect a misuse of responsibility and weak control over employee behavior.

Such deviant behavior has far-reaching consequences for the organization. Situmorang (2021) explains that crop theft can directly reduce a company's revenue. Fertilizer embezzlement also impacts crop productivity because fertilizer distribution does not align with production needs (Yusuf et al., 2021). Additionally, the misuse of operational fuel leads to cost wastage and has the potential to trigger internal conflicts in the workplace (Robinson & Bennett, 1995). Other emerging impacts include a decline in management's trust in employees, increased workplace surveillance, and disrupted interpersonal relationships among staff (Adibangsawan, 2024). These conditions indicate that deviant behavior affects not only the organization's economic aspects but also the work environment and the effectiveness of social relationships within the company.

In response to these issues, PT Agrowiratama has implemented various control measures, such as a night patrol system to prevent the theft of palm fruit, strict monitoring of fertilizer and oil distribution, and the imposition of disciplinary sanctions for violations of company policies. These efforts demonstrate the importance of organizational control mechanisms in maintaining the integrity and stability of the work environment. However, supervision alone is not sufficient to address deviant behavior if employees still perceive organizational policies as unfair. Therefore, organizations need to address the psychological and social factors influencing employee work behavior, one of which is through the implementation of organizational justice.

Organizational justice, according to Greenberg (1990), is employees' perception of the extent to which policies, procedures, and treatment within an organization are carried out fairly. Organizational justice encompasses three main dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice relates to the fairness of the outcomes or compensation employees receive in comparison to the contributions they make.

Procedural justice relates to the fairness of the decision-making process within the organization, while interactional justice relates to the interpersonal treatment that supervisors provide to subordinates. These three dimensions form a comprehensive perception of fairness within the organizational environment and play a crucial role in shaping employees' attitudes and behaviors toward the company.

According to the Equity Theory proposed by Adams (1965), individuals compare the inputs they provide with the outputs they receive, and then compare these with those of others in the organization. When this ratio is perceived as unbalanced, individuals feel a sense of injustice that can trigger dissatisfaction and negative behavior. Conversely, if employees feel they are treated fairly, they tend to exhibit positive behavior and loyalty toward the organization. In the context of PT Agrowiratama, some employees feel that the compensation, incentive, and overtime systems in place do not adequately reflect the workload and responsibilities they bear (Adibangsawan, 2024). Such unfairness has the potential to reduce motivation and lead to deviant behavior in the workplace (Rato & Rahmat, 2020).

Research by Bhandesa & Wibawa (2022) shows that organizational justice has a negative effect on deviant employee behavior. The higher the level of perceived justice among employees, the lower their tendency to engage in deviant behavior. Han and Park (2024) also found that compensatory justice can enhance positive work behavior and suppress negative actions within the organizational environment. Based on these theoretical and empirical arguments, the following hypothesis is proposed: **H1: Organizational justice has a negative effect on deviant employee behavior.**

In addition to directly influencing deviant behavior, organizational justice is also closely linked to job satisfaction. Job satisfaction is a positive emotional response resulting from an individual's evaluation of their work (Luthans, 2005). Robbins and Judge (2019) explain that job satisfaction reflects the extent to which an individual feels comfortable, valued, and derives well-being from their work. In an organizational context, employees who feel they are treated fairly will have higher levels of job satisfaction compared to those who feel disadvantaged or treated unequally.

Herzberg (1959), through his Two-Factor Theory, explains that hygiene factors such as salary, company policies, and working conditions have a significant influence on the emergence of job satisfaction or dissatisfaction. When an organization is able to provide fair compensation and treatment, employees' basic psychological needs are met, thereby increasing their job satisfaction. Conversely, injustice within an organization will lead to disappointment and reduce work motivation. Research by Yusuf, Subyantoro, and Hartati (2021) shows that job satisfaction plays a crucial role in improving the quality of employees' work behavior. Han and Park (2024) also found that a fair compensation system can enhance job satisfaction and organizational loyalty. Based on this discussion, the following hypothesis is proposed: **H2: Organizational justice has a positive effect on job satisfaction.**

Job satisfaction is also viewed as a key factor that can influence deviant employee behavior. According to Spector (2011), employees who are satisfied with their jobs tend to have more stable emotional states and are therefore less likely to engage in counterproductive behavior. Conversely, job dissatisfaction can lead to frustration, stress, and aggression, which drive deviant behavior in the workplace. Alias et al. (2013) demonstrated that job satisfaction has a negative relationship with employee deviant behavior. The higher the level of job satisfaction, the lower the tendency for individuals to engage in actions such as unauthorized absenteeism, sabotage, or misuse of organizational assets. Findings by Bhandesa & Wibawa (2022) also indicate that job satisfaction significantly

influences the suppression of deviant behavior in the workplace. Based on this argument, the following hypothesis is proposed: **H3: Job satisfaction has a negative effect on employee deviant behavior.**

The relationship between organizational justice and deviant behavior is viewed as a psychological process involving job satisfaction as a mediating mechanism. Based on Equity Theory (Adams, 1965), perceptions of fairness within an organization influence an individual's emotional evaluation of their work. When employees feel treated fairly, they experience higher job satisfaction, which in turn encourages positive behavior and suppresses tendencies toward deviant behavior. Conversely, unfairness leads to dissatisfaction that can trigger negative behavior toward the organization.

Research by Wijaya and Rachmawati (2022) shows that job satisfaction mediates the influence of organizational justice on employee behavior. Han and Park (2024) also found that job satisfaction acts as a psychological bridge linking a fair organizational system with positive work behavior. Thus, job satisfaction serves as a crucial mechanism in explaining how organizational justice can mitigate deviant employee behavior in the workplace. Based on this argument, the following hypothesis is proposed: **H4: Job satisfaction mediates the effect of organizational justice on deviant employee behavior.**

Therefore, this study focuses on examining how organizational justice influences deviant employee behavior, taking into account the mediating role of job satisfaction among employees at PT Agrowiratama in West Pasaman Regency. This study is expected to provide a more comprehensive understanding of the importance of implementing fairness within organizations to enhance job satisfaction and minimize deviant employee behavior in the corporate environment. Figure 1 presents a research model illustrating the relationship between organizational justice, job satisfaction, and deviant employee behavior:

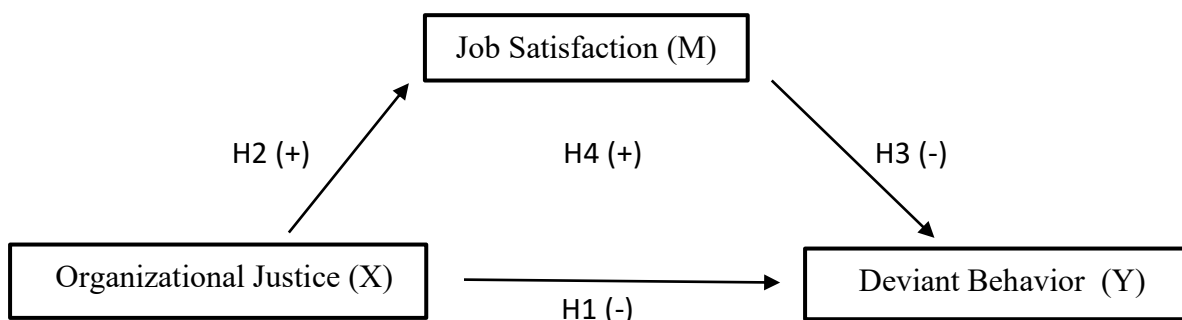


Figure 1 Research model

2. METHOD

2.1 Research Design and Methodology

This study employs a quantitative approach to test the causal relationship among variables. The purpose of this approach is to analyze the causal relationship between organizational justice (X), job satisfaction (M), and employee deviant behavior (Y). Data were collected through a survey using a five-point Likert scale questionnaire, ranging from "Strongly Disagree (1)" to "Strongly Agree (5)".

2.2 Population and Sample

The population in this study consists of all 1,561 employees of PT Agrowiratama in West Pasaman Regency. PT Agrowiratama was selected as the study population because the company operates in the palm oil processing and plantation sector, and instances of misconduct such as the theft of palm oil fruits, embezzlement of fertilizer, pesticides, and oil continue to occur.

Sampling was conducted using purposive sampling. To ensure that the collected data was truly relevant to the variables under study, the researcher established several sampling criteria, namely: (1) Employees with permanent or contract status at PT Agrowiratama; (2) Employees with a minimum of one year of service, so that they have a good understanding of the work system, company policies, and the prevailing organizational culture. The sample size was determined using the Slovin formula with a 5% margin of error (Sugiyono, 2019), resulting in a sample size of 318 respondents for this study.

2.3 Measurement

All variables were measured using a questionnaire with a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The organizational justice variable (X) was measured using Colquitt's (2001) framework, which encompasses four main dimensions: distributive justice, procedural justice, interpersonal justice, and informational justice. These four dimensions were used to measure employees' perceptions of outcome fairness, fairness in the decision-making process, and fairness in treatment within the organizational environment. The variable of employee deviant behavior (Y) was measured using the framework proposed by Robinson & Bennett (2000), which includes organizational deviance. Organizational deviance refers to behavior that deviates from organizational norms. The mediating variable of job satisfaction (M) is measured using the concept by Luthans (2006), which includes five main dimensions: salary, promotion, coworkers, supervisors, and work. These dimensions are used to measure the level of employee satisfaction with their job, supervisory oversight, compensation, promotion opportunities, and working relationships with coworkers.

2.4 Data Analysis

The collected data were analyzed using the PLS-SEM method with the assistance of SmartPLS software. PLS-SEM was chosen because it is suitable for complex causal models with mediating variables, does not require a normal data distribution, and is appropriate for medium-sized samples (Hair et al., 2010). The analysis was conducted in two stages: (1) evaluation of the measurement model (outer model) to test validity and reliability, and (2) evaluation of the structural model (inner model) to test the hypotheses.

3. RESULTS AND DISCUSSIONS

3.1 Results

a. Convergent Validity

Convergent validity testing was conducted to determine the extent to which indicators within a construct can explain the same latent variable. The testing in this study followed the criteria proposed by Hair et al. (2019), namely that an indicator is considered to meet validity if it has an outer loading value of ≥ 0.70 and an Average Variance Extracted (AVE) value greater than 0.50.

In the initial outer loading test, several indicators had values below the minimum threshold and thus needed to be gradually eliminated until all indicators met the established criteria. For the Organizational Justice variable, the invalid indicators include X2.B, X2.E, X2.F, X2.G, X4.D, and X4.E. For the Employee Deviant Behavior variable, the eliminated indicators are Y2, Y5, Y8, and Y10. Meanwhile, in the Job Satisfaction variable, the indicators that did not meet the criteria were M1.A, M1.D, M2.A, and M2.B. After the elimination process was carried out, all retained indicators showed outer loading values > 0.60, The final outer loading results of the SmartPLS analysis in this study are presented in Table 1 below.

Tabel 1 Outer Loadings After Elimination

Variable	Instrumen	Outer Loading (>0,7)	Description
Organizational Justice (X)	X1.A	0.820	Valid
	X1.B	0.852	Valid
	X1.C	0.824	Valid
	X1.D	0.817	Valid
	X2.A	0.825	Valid
	X2.C	0.831	Valid
	X2.D	0.824	Valid
	X3.A	0.859	Valid
	X3.B	0.844	Valid
	X3.C	0.850	Valid
	X3.D	0.817	Valid
	X4.A	0.834	Valid
	X4.B	0.826	Valid
	X4.C	0.822	Valid
Deviant Behavior (Y)	Y1	0.858	Valid
	Y11	0.861	Valid
	Y12	0.856	Valid
	Y3	0.849	Valid
	Y4	0.868	Valid

Job Satisfaction (M)	Y6	0.858	Valid
	Y7	0.856	Valid
	Y9	0.865	Valid
	M1.B	0.794	Valid
	M1.C	0.813	Valid
	M2.C	0.833	Valid
	M2.D	0.824	Valid
	M3.A	0.840	Valid
	M3.B	0.828	Valid
	M3.C	0.856	Valid
	M3.D	0.842	Valid
	M4.A	0.842	Valid
	M4.B	0.839	Valid
	M4.C	0.846	Valid
	M4.D	0.840	Valid
	M4.E	0.833	Valid
	M5.A	0.838	Valid
	M5.B	0.843	Valid
	M5.C	0.844	Valid
	M5.D	0.842	Valid
M5.E	0.828	Valid	

And the AVE values for each variable also met the standards for convergent validity. Furthermore, all variables showed an AVE value greater than 0.50, indicating that the research construct met the requirements for convergent validity, as shown in Table 2.

Table 2 Output AVE

	Average variance extracted (AVE)
Job Satisfaction (M)	0.697
Deviant Behavior (Y)	0.738

Organizational Justice (X)	0.692
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The test results show that all variables have an AVE value greater than 0.50, so it can be concluded that the convergent validity of all constructs has been established (Hair et al., 2017).

b. Reliability

Reliability testing was conducted using Cronbach’s Alpha and Composite Reliability. A construct is considered reliable if it has a Cronbach’s Alpha and Composite Reliability score of >0.70 (Hair et al., 2021). The results of the reliability testing are presented in Table 3.

Tabel 3 Cronbach Alpha dan Composite Reliability

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_c)</i>
Organizational Justice (X)	0.966	0.969
Job Satisfaction (M)	0.974	0.976
Deviant Behavior (Y)	0.949	0.958

Based on the test results, all variables had Cronbach’s Alpha and Composite Reliability values above the established minimum thresholds. Thus, all constructs in this study were found to be reliable and consistent in measuring the research variables.

c. Structural Model and R-Square

Structural equation modeling was conducted to identify the relationships among latent variables and to measure the ability of the independent variables to explain the dependent variable using the R-Square (R^2) value (Sugiyono, 2020). The estimated R-Square values are presented in Table 4.

Tabel 4 R-square

	<i>R-square</i>	<i>R-square adjusted</i>
Job Satisfaction (M)	0.609	0.608
Deviant Behavior (Y)	0.528	0.525

Based on Table 3, Organizational Justice explains 60.9% of the variance in Job Satisfaction ($R^2 = 0.609$), while Organizational Justice and Job Satisfaction explain 52.8% of the variance in Deviant Behavior ($R^2 = 0.528$). The adjusted R^2 values of 0.608 and 0.525 indicate that the structural model is stable and meets the SEM criteria.

d. hypothesis test

Hypothesis testing was conducted to determine the direct and indirect relationships among the research variables. Hypothesis decisions were based on a P-value of < 0.05 (Sugiono, 2020). The results of the hypothesis testing for direct effects are presented in Table 5.

Tabel 5 Hasil Analisis Inner Model

Relationships Among Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Justice (X) -> Job Satisfaction (M)	0.780	0.781	0.026	30.222	0.000
Organizational Justice (X) -> Deviant Behavior (Y)	-0.274	-0.276	0.070	3.945	0.000
Job Satisfaction (M) -> Deviant Behavior (Y)	-0.492	-0.491	0.067	7.369	0.000

1. Organizational Justice Has a Positive and Significant Effect on Job Satisfaction

Based on the analysis results, it was found that organizational justice has a positive and significant effect on job satisfaction. This is indicated by a T-statistic value of $30.222 > 1.96$, a P-value of $0.000 < 0.05$, and a path coefficient of 0.780. Thus, the hypothesis is accepted. This means that the higher the level of organizational justice perceived by employees, the higher the level of job satisfaction.

This finding aligns with Adams' (1965) Equity Theory, which states that individuals will feel satisfied when there is a balance between the contributions they make and the rewards they receive. In an organizational context, employees compare their inputs—such as time, effort, experience, skills, and loyalty—with the outputs they receive, such as salary, rewards, promotions, and organizational treatment. When this balance is perceived as fair, feelings of satisfaction and motivation at work emerge. Conversely, an imbalance can lead to job dissatisfaction.

Greenberg (1990) also emphasizes that organizational justice plays a crucial role in shaping employees' positive attitudes, including job satisfaction. According to him, organizational justice encompasses distributive justice, procedural justice, and interactional justice, which together form an overall perception of whether the organization has treated employees fairly. When an organization implements appropriate reward systems, transparent procedures, and respectful working relationships, employees tend to have higher levels of job satisfaction.

These findings are also consistent with the research by Karolus Wulla Rato and Abdul Rahmat (2020), who found that organizational justice has a positive effect on job satisfaction. Research by Lee and Rhee (2023) also indicates that organizational justice can enhance employees' trust in the company, thereby strengthening job

satisfaction and organizational commitment. Additionally, Salsabil et al. (2023) state that organizational policies implemented transparently, consistently, and non-discriminatorily can improve employees' positive perceptions of the organization. In the context of PT Agrowiratama, these findings indicate that the implementation of fairness in the compensation system, division of labor, performance evaluation, and relationships with supervisors are key factors in enhancing employee job satisfaction.

2. Organizational Justice Has a Significant Negative Effect on Employee Deviant Behavior

The results of the study indicate that Organizational Justice has a significant negative effect on Employee Deviant Behavior, with a T-statistic of $3.945 > 1.96$, a P-value of $0.000 < 0.05$, and a path coefficient of -0.274 . Thus, the hypothesis is accepted. These results indicate that the higher the level of organizational justice, the lower the incidence of deviant employee behavior.

This finding aligns with Greenberg (1990), who states that perceptions of injustice within an organization can trigger negative employee behavior. According to Greenberg, organizational justice relates to the extent to which an organization treats employees fairly in the distribution of rewards, decision-making procedures, and interpersonal interactions. When an organization is perceived as fair, employees tend to exhibit more positive behavior.

Robinson and Bennett (1995) also explain that employee deviant behavior is voluntary behavior that violates organizational norms and has the potential to harm the organization and its members. Forms of such deviant behavior can include organizational deviance such as arriving late, neglecting work responsibilities, misusing company assets, and even theft and sabotage. Additionally, there is interpersonal deviance, such as conflicts among employees, rude behavior, and intimidation of coworkers.

The results of this study also support Adams' Equity Theory (1965), which explains that individuals compare their own input-to-output ratios with those of others within the organization. When employees feel that their contributions are not commensurate with the rewards they receive, a sense of inequity arises that can lead to deviant behavior as an attempt to restore psychological balance.

These findings are consistent with the research by Zakiy and Hariyanto (2022), which found that procedural justice and interactional justice significantly influence the reduction of employees' counterproductive behavior. The study by Som et al. (2023) also indicates that organizations capable of creating a fair work system can reduce workplace deviance both directly and through job satisfaction. Furthermore, Raza et al. (2023) state that organizational justice can curb deviant behavior through the development of organizational citizenship behavior. In the context of PT Agrowiratama, the implementation of organizational justice can help curb deviant behaviors such as theft, embezzlement of company assets, and violations of work discipline.

3. Job Satisfaction Has a Significant Negative Effect on Employee Deviant Behavior

Based on the analysis results, it was found that Job Satisfaction has a negative and significant effect on Employee Deviant Behavior, with a T-statistic of $7.369 > 1.96$, a P-value of $0.000 < 0.05$, and a path coefficient of -0.492 . Thus, the hypothesis is

accepted. This implies that the higher the job satisfaction felt by employees, the lower their tendency to engage in deviant behavior.

This finding aligns with Spector's (2011) assertion that job satisfaction is closely linked to positive employee behavior and can suppress the emergence of dysfunctional behavior in the workplace. Luthans (2005) also explains that job satisfaction is a positive emotional state arising from an individual's evaluation of their work.

The results of this study are also consistent with the research by Bhandesa and Wibawa (2022), which found that job satisfaction has a negative relationship with deviant behavior in the workplace. Research by Som et al. (2023) indicates that employees who are satisfied with their jobs tend to focus more on achieving organizational goals rather than engaging in actions that harm the organization. Additionally, Alias et al. (2013) state that job dissatisfaction significantly increases the likelihood of deviant behavior in the workplace. In the context of PT Agrowiratama, these findings indicate that satisfaction with compensation, the work environment, relationships with supervisors, and career development opportunities are key factors in reducing employee misconduct.

4. Job Satisfaction Mediates the Relationship Between Organizational Justice and Employee Deviant Behavior

Based on the results of the indirect effect test, it was found that job satisfaction mediates the relationship between organizational justice and employee deviant behavior. This is indicated by a T-statistic value of $7.207 > 1.96$, a P-value of $0.000 < 0.05$, and an indirect effect coefficient of -0.384 . Thus, the mediation hypothesis is accepted.

This finding aligns with Adams' Equity Theory (1965), which explains that individuals will feel satisfied when there is a balance between their contributions and the rewards received. When employees perceive the organization as fair, psychological balance is achieved, leading to job satisfaction. Conversely, unfairness can create psychological tension that drives negative behavior.

Greenberg (1990) also states that organizational justice plays a crucial role in shaping employees' positive attitudes and behaviors. When an organization is able to create a fair work system, employees' trust and sense of being valued increase, thereby reducing the tendency to engage in deviant behavior.

The findings of this study are consistent with the research by Som et al. (2023), which found that job satisfaction acts as a significant mediator in the relationship between organizational justice and workplace deviance. The study by Karolus Wulla Rato and Abdul Rahmat (2020) also indicates that job satisfaction is an important psychological consequence of organizational justice that subsequently influences employee behavior. Furthermore, Han and Park (2024) state that compensatory justice has an indirect effect on deviant behavior through job satisfaction. In the context of PT Agrowiratama, these results suggest that improving organizational justice alongside increased job satisfaction can serve as an effective strategy to curb employee deviant behavior and foster a more conducive and productive work environment.

4. CONCLUSION

The results of the study indicate that deviant behavior among employees at PT Agrowiratama is influenced by organizational justice and job satisfaction. All hypotheses in this study are supported by the results of empirical testing. First, organizational justice has a positive and significant effect on employee job satisfaction. Second, organizational justice has a negative and significant effect on deviant employee behavior. Third, job satisfaction has a negative and significant effect on deviant employee behavior. Fourth, job satisfaction was found to mediate the effect of organizational justice on deviant employee behavior.

Furthermore, job satisfaction plays a crucial role as a mediating variable; effective implementation of organizational justice enhances employee job satisfaction, thereby reducing the likelihood of deviant behavior. This indicates that when employees feel treated fairly—whether in compensation distribution, work procedures, or interpersonal relationships—they become more satisfied with their jobs and are less likely to engage in actions harmful to the company. These findings reinforce Adams' (1965) Equity Theory and Greenberg's (1990) organizational justice theory, which state that perceptions of fairness can foster more positive work attitudes and behaviors.

Based on the results of this study, companies are advised to continue improving the implementation of organizational justice through fair compensation systems, transparent work procedures, and harmonious working relationships in order to increase employee job satisfaction and minimize deviant behavior. Additionally, future researchers are advised to include other variables such as organizational culture, organizational commitment, or work supervision, and to expand the scope of the study so that the research findings can provide a broader perspective.

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