

The Mediating Role of Job Satisfaction in the Relationship between Organizational Justice and Counterproductive Work Behaviors: A Study in Indonesia

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ABSTRACT

This study examines the mediating role of job satisfaction on the effect of distributive, procedural and interactional justice on counterproductive work behavior. Design/methodology/approach – A total of 110 service company employees in Indonesia as respondents. This study uses primary data collected through a questionnaire. Respondents are given the answer choice using the Likert Scale which consists of 5 scores namely scores 1, 2, 3, 4 and 5. Data analysis using Partial Least Squares (PLS). Several respondents and management were purposely selected as key informants for in-depth interviews to explore the relationship mechanism between distributive, procedural and interactional justice, job satisfaction and counterproductive work behavior. The results of the study found that distributive, procedural and interactional justice had a positive and significant effect on job satisfaction, distributive justice had a positive and not significant effect on counterproductive work behavior, procedural justice had a negative and significant effect on counterproductive work behavior, interactional justice had a negative and not significant effect on counterproductive work behavior, job satisfaction has a negative and insignificant effect on counterproductive work behavior and job satisfaction does not significantly mediate the effect of distributive, procedural and interactional justice on counterproductive work behavior. This study provides empirical support for the influence of distributive, procedural, interactional justice on job satisfaction and counterproductive work behavior. This study also provides evidence of the effect of justice directly and through job satisfaction on counterproductive work behavior.

Keywords: Organizational Justice, Job Satisfaction, Counterproductive Work Behavior