

The Influence of Organizational Justice on Interpersonal and Organizational Deviance: A Conceptual Paper

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Abstract

This research is a conceptual study that aims to investigate the influence of the organizational justice dimension on deviant behavior. The study's main objective is to create an analysis of existing literature on the impact of organizational justice consisting of distributive justice, procedural justice, interpersonal justice, and informational justice on deviant behavior. The data search method used in this conceptual study is based on a literature review of journal articles obtained through an online database using keywords as a search tool. The study results revealed a negative influence of distributive, procedural, interpersonal, and informational justice on deviant behavior based on the existing literature. Such deviant behavior is directed at individuals and organizations.

Keywords: distributive, procedural, interpersonal, informational, deviant behavior.

1. Introduction

Research interest in the relationship of organizational justice with deviant behavior has increased even in recent years. This study is critical because organizational justice is an essential aspect of the organization that needs to be maintained. Because if there is injustice will have an impact on the occurrence of deviant behavior committed by members of the organization (Khattak et al., 2020; Mey et al., 2014). Conceptually deviant behavior is considered behavior against organizational norms, i.e., behavior in organizations that harms other individuals (Huang et al., 2015; Khattak et al., 2019).

Robinson & Bennett (1995) identify deviant behaviors occurring in individuals referred to as interpersonal deviance and deviant behavior occurring in organizations referred to as organizational deviance. Interpersonal deviance is deviant behavior directed at individuals, such as gossip, violence, or theft from coworkers. Organizational deviance is deviant behavior directed at the organization, such as vandalism, theft, sabotage, or sharing of confidential organizational information.

The purpose of the study was to find out the direction the deviant behavior was conducted. Is it more likely towards the individual or towards the organization? The study is based on literature that has been collected. The literature that has been collected is then reviewed and obtained results by the original purpose that has been determined. Furthermore, this research contributes to the existing literature on deviant behavior and organizational justice. In addition, it adds evidence in the form of conceptual study results that can be used as a reference for future

studies.

2. Literature Review

2.1 Organizational Justice

It has been mentioned in much of the organizational justice literature that employees' perceptions of the extent to which the organization they work for provides fair and respectful treatment to its employees, providing adequate and accurate information (Ambrose & Schminke, 2003; Chernyak-Hai & Tziner, 2014). Organizational Justice perceptions are divided into distributive justice, procedural justice, interpersonal justice, and informational justice (Cropanzano & Molina, 2015).

The concept of distributive justice can be explained as perceived justice of the results received (Cohen-Charash & Spector, 2001). One method of restoring perceived fairness from effects is to reduce input or act in a counterproductive manner. As such, we postulate that employees are susceptible to the distributive dimension of justice as they are directly related to personal outcomes (Colquitt et al., 2001; Baka, 2018). The existence of distributive justice makes employees believe that the rewards they received well deserved and not exploited (Greenberg, 1990; Sanches et al., 2012).

Procedural Justice refers to the process that determines whether management has adopted appropriate and fair decision making procedures for establishing outcomes (Cropanzano & Mitchell, 2005). Proper procedures signal employees that they are respected and valued by the organization and the authorities that enforce it (Tyler & Bies, 1990). Conversely, procedural injustice shows that a person is not upheld by his organization or respected and valued as a member of the organization (Skarlicki & Folger, 1997; Park & Kim, 2019; Hashish, 2019; Hsu et al., 2019).

Interpersonal Justice refers to the extent to which superiors or supervisors treat their subordinates honorably, appreciating their existence (Holtz & Harold, 2013; Wang et al., 2019). From an employee's point of view, interpersonal justice suggests that subordinates' perceptions of justice are primarily driven by the quality of treatment they receive from their superiors, which indicates the social status of subordinates in working groups (O'Neill et al., 2011). Respect treatment by leaders is considered fair because it shows that subordinates are members of a valued working group. At the same time, disrespect is deemed unfair because ignoring subordinates causes feelings of exclusion (Rai & Agarwal, 2020).

Information justice refers to the perceived fairness of communication about organizational procedures and the proper justification for decisions, for example, the accuracy or quality of the information provided (Jawahar & Stone, 2015). Informational justice is related to how employers directly treat employees interpersonally and share information with them (Ambrose & Schminke, 2003; Beauregard, 2014).

2.2 Deviant Behavior

Deviant behavior is defined as voluntary behavior that violates organizational norms and can threaten the well-being of an organization, its members, or both (Robinson & Bennett, 1995). Employees' deviant behavior is one of their efforts to maintain balance to reduce their commitment to the organization by engaging in many withdrawn behaviors, such as absenteeism (Van Yperen et al., 1996). As Explained by Robinson & Bennett (1995), deviant behavior can occur in individuals referred to as interpersonal deviance, and deviant behavior in

organizations is referred to as organizational deviance. The meta-analysis findings confirm the separation of interpersonal and organizational deviance (Berry et al., 2007). According to Jones (2009), deviant behavior in organizations is directed at the source of injustice, i.e., the interpersonal deviance is directed at interpersonal inequity and interpersonal injustice.

Employees consider injustices in procedures and distribution to come from the organization (Jones, 2009; Khattak et al., 2019). Therefore, in retaliation for perceived unfairness in processes and distribution, employees will change deviant behavior towards the organization. In the same way, the causes of interpersonal and informational injustice are felt by managers or supervisors. Therefore, retaliation will focus on deviance against the individuals or co-workers involved (Yang & Xu, 2020). In short, research tells us that individuals who feel injustice in the workplace will blame the perceived individual or organization as the source of the injustice and then direct their subsequent deviant behavior to the linked party.

2.3 Conceptual Model

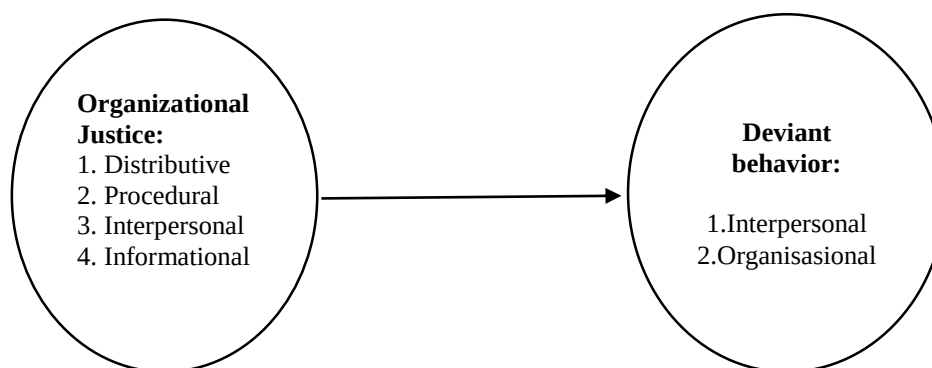


Figure 1. Proposed conceptual model

3. Research Method

The data search method used in this conceptual study is based on a literature review of journal articles obtained through an online database using keywords as a search tool. Keywords used include Distributive justice, Procedural justice, Interpersonal justice, Informational justice, and deviant behavior. Based on the searches that have been obtained, 29 articles are for the study, namely articles that explain the relationship of organizational justice dimensions with interpersonal deviance and organizational deviance. In addition, the article taken in the study is an article published in a journal indexed Scopus.

4. Findings and Discussions

4.1 Characteristics of research data

Here's the article that was the data in this study. The articles listed in Table 1 below are analyzed based on the purpose of the study. The articles collected totaled 29 articles. The papers obtained are in the last ten years, starting from 2011 to 2020. Based on the searches that have been done, the journals contained in Table 1 have been indexed in Scopus.

Table 1. Description of Research Data

No	Author	Journal
1	O'Neill et al. (2011)	Personality and Individual Differences
2	Restubog et al. (2011)	Journal of Research in Personality
3	Sanches et al. (2011)	British Journal of Educational Psychology
4	Zoghbi (2011)	European Management Journal
5	Holtz & Harold (2012)	International Journal of Human Resource Management
6	Weitz (2012)	Journal of Management, Spirituality & Religion
7	Holtz et al. (2013)	Journal of Management
8	Horan et al. (2013)	Communication Quarterly
9	Beauregard (2014)	British Journal of Management
10	Chernyak-Hai et al.(2014)	Revista de Psicología Del Trabajo y de Las Organizaciones
11	Deery et al. (2014)	Journal of Occupational and Organizational Psychology
12	Mingzheng (2014)	Public Personnel Management
13	Huang (2015)	Social Behavior and Personality
14	Jawahar & Stone (2015)	Canadian Journal of Administrative Sciences
15	Wilkin & Connelly (2015)	Personality and Individual Differences
16	Michel & Hargis (2017)	Motivation and Emotion
17	Mashi (2017)	International Journal of Public Administration
18	Velez & Neves (2017)	Revue européenne de psychologie appliquée
19	Baka (2018)	International Journal of Occupational Medicine and Environmental Health
20	De Clercq et al. (2018)	Journal of Business Research
21	Hsu et al. (2018)	International Journal of Contemporary Hospitality Management
22	Khattak et al.(2018)	Asia Pacific Management Review
23	Lavelle et al. (2018)	Journal of Organizational Behavior
24	Hashish et al.(2019)	Nursing Ethics
25	Kim et al. (2019)	Journal of Business Research
26	Wang (2019)	Frontiers of Business Research in China
27	Khattak et al. (2020)	International Journal of Conflict Management
28	Medina & Ostermeier (2020)	Employee Relations
29	Rai & Agarwal (2020)	Personnel Review

4.2 Research Data Analysis

Here are the results of the analysis that has been done on the article that has been obtained. The study is based on each dimension of organizational justice. At the same time, the analysis of deviant behavior is based on interpersonal and organizational deviance.

Table 2. The Relationship of Distributive Justice With Interpersonal & Organizational Deviance

No	Dimensions of justice	Deviant Behavior	Author
1	Distributive Justice	Interpersonal Bullying	Hsu et al. (2018)
2	Distributive Justice	Interpersonal Bullying	Rai & Agarwal (2020)
3	Distributive Justice	Interpersonal Bullying	Medina & Ostermeier (2020)
4	Distributive Injustice	Interpersonal Deviant	Khattak et al. (2020)
5	Distributive Justice	Interpersonal Deviant	Mashi (2017)
6	Distributive Justice	Interpersonal Deviance	Hashish et al.(2019)
7	Distributive Justice	Interpersonal Deviance	O'Neill et al. (2011)
8	Distributive Justice	Organizational CWB	Chernyak-Hai et al. (2014)
9	Distributive Justice	Organizational CWB	Mingzheng (2014)
10	Distributive Justice	Organizational Absenteeism	Deery et al. (2014)
11	Distributive Justice	Organizational Abusive	Velez & Neves (2017)
12	Distributive Justice	Organizational CWB	Baka (2018)
13	Distributive Justice	Organizational CWB	Holtz & Harold (2012)
14	Distributive Injustice	Organizational Deviance	Khattak et al. (2020)
15	Distributive Justice	Organizational Gossip	Kim et al. (2019)
16	Distributive Justice	Organizational Gossip	Kim et al. (2019)
17	Distributive Justice	Organizational Deviance	Hashish et al.(2019)
18	Distributive Justice	Organizational Deviance	O'Neill et al. (2011)
19	Distributive Injustice	Organizational Deviance	Khattak et al.(2018)
20	Distributive Justice	Organizational Theft	Wilkin & Connelly (2015)

Based on the results of the review that has been done, Table 2 above can be shown the relationship that occurs between distributive justice and interpersonal and organizational deviance. Based on articles that have been reviewed in this study, the distributive justice relationship appears a lot in deviant behavior directed at the Organization.

Table 3. The Relationship of Procedural Justice With Interpersonal & Organizational Deviance

No	Justice Dimensions	Deviant Behavior	Author
1	Procedural Justice	Interpersonal Aggression	Horan et al. (2013)
2	Procedural Justice	Interpersonal Bullying	Hsu et al. (2018)
3	Procedural Justice	Interpersonal Bullying	Rai & Agarwal (2020)

4	Procedural Injustice	Interpersonal Deviance	Khattak et al. (2020)
5	Procedural Justice	Interpersonal Deviance	Mashi (2017)
6	Procedural Justice	Interpersonal Deviance	Sanches et al. (2011)
7	Procedural Justice	Interpersonal Deviance	Hashish et al.(2019)
8	Procedural Justice	Interpersonal Deviance	O'Neill et al. (2011)
9	Procedural Justice	Organizational CWB	Mingzheng (2014)
10	Procedural Justice	Organizational CWB	Jawahar & Stone (2015)
11	Procedural Justice	Organizational CWB	Baka (2018)
12	Procedural Unfairness	Organizational CWB	Lavelle et al. (2018)
13	Procedural Justice	Organizational Cyberloafing	Restubog et al. (2011)
14	Procedural Injustice	Organizational Deviance	Khattak et al. (2020)
15	Procedural Justice	Organizational Gossip	Kim et al. (2019)
16	Procedural Injustice	Organizational Deviance	Khattak et al.(2018)
17	Procedural Injustice	Organizational Deviance	Michel (2017)
18	Procedural Justice	Organizational Deviance	Hashish et al.(2019)
19	Procedural Justice	Organizational Deviance	Huang (2015)
20	Procedural Justice	Organizational Deviance	O'Neill et al. (2011)
21	Procedural Justice	Organizational Deviance	Zoghbi (2011)

Based on the review results that have been done, Table 3 above can show the relationship between Procedural Justice and interpersonal and organizational deviance. Based on articles that have been reviewed in this study, the association of Procedural Justice happens a lot in deviant behavior aimed at organizations.

Table 4. The Relationship of Interpersonal Justice with Interpersonal & Organizational Deviance

No	Justice Dimensions	Deviant Behavior	Author
1	Interpersonal Justice	Interpersonal CWB	Wang (2019)
2	Interpersonal Justice	Interpersonal Gossip	Kim et al. (2019)
3	Interpersonal Justice	Interpersonal Deviance	O'Neill et al. (2011)
4	Interpersonal Justice	Interpersonal Deviance	Holtz et al. (2013)
5	Interpersonal Justice	Interpersonal Gossip	Kim et al. (2019)
6	Interpersonal Justice	Interpersonal Deviance	Huang (2015)
7	Interpersonal Justice	Organizational CWB	Jawahar & Stone (2015)
8	Interpersonal Justice	Organizational CWB	Baka (2018)
9	Interpersonal Justice	Organizational CWB	Holtz & Harold (2012)
10	Interpersonal Justice	Organizational Deviance	O'Neill et al. (2011)
11	Interpersonal Justice	Organizational Deviance	Holtz et al. (2013)

Based on the review results that have been done, table 4 above can be shown the relationship between Interpersonal Justice with interpersonal and organizational deviance. Based on articles that have been reviewed in this study, interpersonal justice relationships occur a lot in deviant behaviors aimed at interpersonal.

Table 5. The Relationships of Informational Justice with Interpersonal & Organizational Deviance

No	Justice Dimensions	Deviant behavior	Author
1	Informational Justice	Interpersonal CWB	Beauregard (2014)
2	Informational Justice	Interpersonal Envy	De Clercq et al. (2018)
3	Informational Justice	Interpersonal Gossip	Kim et al. (2019)
4	Informational Justice	Interpersonal Deviance	O'Neill et al. (2011)
5	Informational Justice	Interpersonal Gossip	Kim et al. (2019)
6	Informational Justice	Organizational CWB	Jawahar & Stone (2015)
7	Informational Justice	Organizational CWB	Baka (2018)
8	Informational Justice	Organizational CWB	Holtz & Harold (2012)
9	Informational Justice	Organizational Deviance	O'Neill et al. (2011)

Based on the results of the review that has been done, Table 5 above can be shown the relationship that occurs between Informational Justice with interpersonal and organizational deviance. Based on articles that have been reviewed in this study, informational justice relationships arise a lot in deviant behavior directed to personal.

4.3 Discussion

Based on the review that has been done, it was obtained that the organizational justice dimension consisting of distributive justice, procedural justice, interpersonal justice, and informational justice has a relationship with deviant behavior. Social exchange theory (SET) (Blau, 1964) has been used to understand the perceived influence of organizational injustice and deviant employee behavior in the workplace. Social exchange theory is one of the most critical conceptual paradigms used to understand individual behavior in the workplace (Cropanzano & Mitchell, 2005). Social exchange theory argues that individuals develop exchange relationships based on their experiences with others. Based on the social exchange theory, individuals often reply to others in the same way they receive it (Cropanzano & Mitchell, 2005).

The impact of perceived organizational injustice on employee performance is discussed in the literature as explained that distributive injustice and procedural injustice positively predict organizational deviance (Khattak et al., 2019). Similarly, it is explained that organizational injustice directly affects workplace deviance (Horan et al., 2013; Michel & Hargis, 2017; Velez & Neves, 2017).

The study found that perceived distributive and procedural injustices affect employee behavior, i.e., causing g deviant behavior directed at organizational deviance (Weitz et al., 2012; Holtz & Harold, 2012; Deery et al., 2014). This study also showed that interpersonal and informational inequities influence employee behavior, i.e., leads to deviant behavior directed at supervisors (De Clercq et al., 2018). The study's findings corroborate the findings of previous studies that

have identified the influence of the organizational justice dimension on deviant behavior (Jones, 2009; Medina-Craven & Ostermeier, 2020; Holtz & Harold, 2012).

The findings revealed that employees who felt the unfair treatment of a direct relationship with a supervisor were more likely to engage in deviant behavior that led to their supervisor such as gossip, violence, or theft from co-workers (Rai & Agarwal, 2020; Mashi, 2017; Holtz & Harold, 2013). Similarly, employees who feel unfair treatment from their organization, such as distributive and procedural injustice, are more prone to engage in deviant behavior directed at the organization (Chernyak-Hai & Tziner, 2014; Mingzheng et al., 2014; Lavelle et al., 2018; Restubog et al., 2011; De Lara & Verano-Tacoronte, 2007; Wilkina & Connelly, 2015). Therefore, these findings support the idea that when employees feel injustice in the workplace, there is an increased likelihood of counterproductive behavior.

5. Conclusion

Based on the results of reviews and discussions that have been done, it can be concluded that injustices in an organization can give rise to a negative deviant behavior that can harm the organization. This study corroborates the results of previous studies that explain that deviant behaviors that occur in organizations are directed at the source of injustice, i.e., interpersonal deviance required at interpersonal and information injustice. In contrast, organizational deviance is directed at distributive and procedural justice. Another interesting finding that should be examined in future research is the consistent relationship of the organizational justice dimension to deviant behavior, i.e., interpersonal and organizational. Furthermore, the research is limited to the research data used, reference sources such as thesis and desertion are not included in the study, so there is a possibility that other information can be obtained from the references.

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