



Moderation of Self-Regulatory Efficacy between Leader-Member Exchange and Procedural Justice on Workplace Deviance Behavior at Perum BULOG West Java Region

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Abstract. This study analyzes whether self-regulatory efficacy moderates the correlation between leader-member exchange and procedural justice on workplace deviance behavior. Based on resource allocation theory and cognitive social theory, this study examines the effects of self-regulatory efficacy of leader-member exchange and procedural justice on the deviant behavior of 155 employees at Perum BULOG, West Java Region. Researchers did not find a significant correlation between leader-member exchange and workplace deviance behavior. Similarly, the results show that procedural justice does not correlate with workplace deviance behavior. The researchers also did not find that self-regulatory efficacy could moderate the correlation between leader-member exchange and workplace deviance behavior. However, self-regulatory efficacy can moderate the correlation between procedural justice and workplace deviance behavior. Data collection in this study used a questionnaire distributed by google form. Data analysis in this study used Structural Equation Modeling (SEM) with the WarpPLS approach.

Keywords: Self-regulatory Efficacy; Leader-member Exchange; Procedural Justice

INTRODUCTION

At Perum BULOG, in the West Java Region, workplace deviant behavior often occurs, such as an offense between employees. As a result, someone feels humiliated, and feels hurt by the words of colleagues who corner one party. In addition, when there are errors at work, employees feel annoyed when they receive criticism from colleagues or other employees who are not constructive, but bring down fellow co-workers or work teams, making it more difficult to complete the work, disrupting organizational performance. Workplace deviance behavior is behavior that can threaten the welfare of the organization, its members, or both. Deviant behavior also refers to employee behavior due to a lack of motivation to conform, and/or to be motivated to commit the deviation (Kaplan, 1975). This deviant behavior is most likely to be avoided if each individual has a high awareness of self-control or controlling the situation in an effort to produce the expected performance (Bandura, 1999). This form of self-control is known

as self-efficacy. The stronger the individual's self-efficacy beliefs to resist peer pressure, the less likely he will be to engage in deviant behavior (Bandura, 1993). In addition, according to Kura (2013), each individual must have self-regulatory efficacy, which is an individual's belief about his ability to achieve desired results and prevent unwanted behavior such as deviant behavior (Patrick, Skinner, & Connell, 1993).

Based on research from Fachrunisa (2015), deviations in the workplace can occur if an employee feels pressured against the fairness of the existing procedures in a company. Procedural justice refers to the equivalence of procedures which stipulates that a procedure is judged to be fair, if it is implemented consistently, not based on self-interest, based on accurate information, with an opportunity to correct the decision, with the interests of all parties involved, and following moral and ethical standards. When a person perceives that the procedure for providing salary or other compensation is unfair, pressure will arise in him. Emotionally, it will cause dissatisfaction for the employee so that it will cause the employee to do anything because he feels pressured, including making deviations (Thibaut & Walker, 1975). This deviant behavior can reduce the effectiveness and productivity of one's work, so it is important to conduct this research.

LITERATURE

According to Boies and Howell (2006), deviance occurs when the leader does not treat all his subordinates the same way. Due to the lack of time and resources between leaders and subordinates (Graen & Uhl-bien, 1995). In this case, the leader evaluates each subordinate's behavior and provides more support and responsibility to employees who have a good relationship with the leader to produce good performance (Graen & Scandura, 1987).

Leaders are the main source of organizational resources and are the ones who make many important work decisions (Zhang, Li, & Harris, 2015), where when subordinates are involved in good LMX, they will get better job assignments. In contrast, subordinates who engage in low or poor LMX do not receive the same or similar support from the leader (Liden & Maslyn, 1998; Wayne et al., 1997).

Based on the reciprocal relationship according to Gouldner (1960), subordinates tend to reward their leaders with positive behavior when they are in a good relationship. This study shows that LMX is associated with a mutually beneficial relationship between leaders and subordinates (Gerstner & Day, 1997). However, in addition to the positive reciprocity, there is a negative reciprocity (Gouldner, 1960). This negative reciprocity arises when subordinates

receive unfair treatment (El Akremi et al., 2010). This shows that low LMX levels tend to lead to negative feedback in the form of deviation (Uhl-bien & Maslyn, 2003).

Hypotheses 1 *Leader-member exchange is negatively correlated with workplace deviance behavior.*

Procedural justice is said to be an individual's perception of justice regarding the official procedure of governing decisions (Bies, 1986). The concept of organizational justice includes not only perceived fairness in earnings but also includes consideration of allocation decisions and social interactions with employees (Greenberg, 1993; Tyler & Bies, 1990). According to Adams (1963) that unfair treatment has a negative impact on employee outcomes, and also increases the likelihood of deviant behavior in the workplace.

According to Thibaut and Walker (1975) procedural justice refers to the equivalence of procedures which stipulates that procedures are judged to be fair, if implemented consistently, not based on self-interest, based on accurate information, with an opportunity to correct the decision, with interests representing all parties, and follow moral and ethical standards. When a person perceives that the procedure for providing salary or other compensation is unfair, pressure will arise in him. Emotionally, it will cause dissatisfaction for the employee so that it will cause the employee to do anything because he feels pressured, including making deviations (Fachrunisa, 2015).

Procedural fairness is an employee's perception of allocation decisions made by organizations following formal procedures (Moorman, 1991), and this is something that is important for employees in the workplace, because when employees feel they are not being treated fairly according to procedures, they will violate norms. Organizational norms (Folger & Greenberg, 1985). Aquino (1999) also provides empirical evidence on the impact of procedural justice on workplace deviance.

Hypotheses 2 *Procedural justice is negatively correlated with workplace deviation behavior.*

Self-regulatory efficacy is defined as an individual's capacity to resist peer pressure to engage in deviant behavior (Caprara et al., 2002). Therefore, self-efficacy theory (Bandura, 1993), states that individuals with high self-regulatory efficacy are less likely to engage in deviant behavior than those with low self-regulatory efficacy.

Empirical studies have documented the effect of self-regulatory efficacy in minimizing an individual's propensity to engage in deviant behavior. For example, consistent with self- efficacy theory (Bandura, 1993), in research (Caprara et al., 1998) that a person has low self- regulatory

efficacy, is more likely to engage in antisocial behavior and substance abuse. In contrast, Caprara and Bandura (2002) stated that someone who has high self-regulatory efficacy is less likely to engage in violent behavior such as fighting, vandalism, or using weapons. Therefore, deviant behavior in the workplace varies, depending on the efficacy of each individual's self-regulation.

Hypotheses 3 *Leader-member exchange is negatively correlated with workplace deviance behavior moderated by self-regulatory efficacy.*

Hypotheses 4 *Procedural justice is negatively correlated with workplace deviance behavior moderated by self-regulatory efficacy.*

METHOD

We collected questionnaire data distributed via google form to 328 employees in seven branch offices and one regional office of PERUM BULOG in West Java. Overall, 155 of the 328 employees filled out the appropriate questionnaire for further analysis, resulting in a response rate of 47%. The average respondent is 80% male, the average high school education level is 45.8%. In addition, 43.9% the average length of service is more than 10 years, and the work location is an average of 23.2% from the Cirebon Branch Office. Population in this study consisted of Indonesian-speaking employees, the questionnaire was translated into Indonesian using a back-translation procedure (Brislin, 1970). The measurement of each variable uses a five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree).

Population in this study consisted of Indonesia-speaking employees, the questionnaire was translated into Indonesian using a back-translation procedure (Brislin, 1970). The measurement of each variable uses a five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree). We used a six-item scale adapted from the LMX-7 questionnaire according to Graen and Uhl- bien (1995) to assess whether subordinates have a good reciprocal relationship with the leader. Respondents were asked to answer whether they agreed with statements such as "I am able to carry out the job as expected by the leader". Cronbach's alpha for this scale is 0.8.

We used a seven-item scale adapted from Levinthal and Karuza (1980), to assess whether subordinates have received the fairness of the existing procedures. Respondents were asked to answer whether they agreed with statements such as "the company's procedures are designed in making decisions, can represent all parties to the company". Cronbach's alpha for this scale is 0.8. We used the five-item scale proposed by Schwarzer and Renner (1984), to assess whether subordinates already have high self-confidence in self-regulation. Respondents were asked to

answer whether they agreed with statements such as "even though he is stressed with work, he can still manage the work well". Cronbach's alpha for this scale is 0.9.

We used a five-item scale based on statement items according to Bennett and Robinson (2000), to assess whether subordinates engage in deviant behavior at work toward their co-workers. Respondents were asked to answer whether they agreed with statements such as "I often say something hurtful to someone at work". Cronbach's alpha for this scale is 0.9. We obtained the mean and standard deviation of all variables using IBM SPSS Statistics 22.0. We test convergent and discriminant validity to test the validity of the variables. Convergent validity is determined based on the loading factor. We find that the factor loading values of all variables exceed threshold 0.70, and Average Variance Extracted (AVE) of all variables exceeds 0.50. This index shows that the convergent validity of variable is acceptable and the discriminant validity of the variable is supported.

Table 1. Statistic Descriptive, Discriminant Validity, And Reliabilities

	Variables			
	LMX	PJ	WDB	SRE
Mean	3.919	3.874	4.082	4.081
Standard Deviation	3.313	4.060	4.348	3.143
AVE	0.646	0.719	0.746	0.735
Cronbach's Alpha	0.816	0.869	0.912	0.910

DISCUSSION

Hypotheses Tests

We conducted an analysis to test the hypothesis using Structural Equation Modeling (SEM) with the WarpPLS approach. In the first testing, the statement items LMX1, PJ1, PJ2, and SRE5 had a loading factor value below 0.70. In the second testing, statements with a loading factor below 0.70 were deleted. Second testing, all items from each variable have a loading factor above 0.70.

Table 2. Summary of Hypotheses Testing

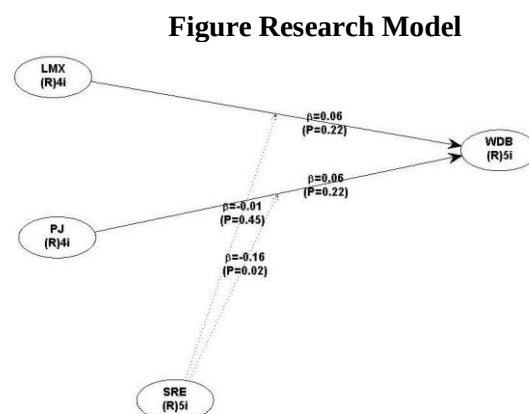
Hypotheses	Path coefficient	P Values	Decision
Leader-member exchange is negatively correlated with workplace deviance behavior	0.061	0.22	Not supported
H2: Procedural justice is negatively correlated with workplace deviation behavior	0.061	0.22	Not supported
H3: Leader-member exchange is negatively correlated with workplace deviance behavior moderated by self-regulatory efficacy	-0.011	0.45	Not supported
H4: Procedural justice is negatively correlated with workplace deviance behavior moderated by self-regulatory efficacy	-0.155	0.02	Supported

Hypothesis 1 predicts that leader-member exchange is negatively correlated with workplace deviance behavior. In figure 2 and table 2, the results show that there is no correlated between LMX and workplace deviance behavior ($b = 0.06$, $p > 0.05$). Therefore, hypothesis 1 is not supported.

Hypothesis 2 predicts that procedural justice is negatively correlated with workplace deviance behavior. Figure 2 and table 2, show that the correlation between procedural justice and workplace deviance behavior has not correlated ($b = 0.06$, $p > 0.05$) hypotheses 2 is not supported.

Hypothesis 3 predicts that leader-member exchange is negatively correlated with workplace deviance behavior moderated by self-regulatory efficacy. In figure 2 and table 2, the results show that self-regulatory efficacy does not moderate the correlation between LMX and workplace deviance behavior ($b = 0.01$, $p > 0.05$). Therefore, hypothesis 3 is not supported.

Hypothesis 4 predicts that procedural justice is negatively correlated with workplace deviance behavior moderated by self-regulatory efficacy. In figure 2 and table 2, the results show that self-regulatory efficacy moderates the correlated between procedural justice and workplace deviance behavior ($b = 0.16$, $p < 0.05$). Therefore, hypothesis 4 is supported.



This study theorizes and tests a moderation model that describes how self-regulatory efficacy, LMX, and procedural justice affect workplace deviance behavior. We found that first, for LMX with workplace deviance behavior, it had no effect. Second, there is not correlated between procedural justice and workplace deviance behavior. Third, self-regulatory efficacy does not moderate the relationship between LMX and workplace deviance behavior. Fourth, self-regulation moderates the relationship between procedural justice and work deviance behavior.

This study has an important contribution to the literature. First, although leader-member exchange has been extensively studied, most studies have focused on role theory in building trust between leaders and subordinates (Bauer, 1996). Meanwhile, in this study, we define LMX based on social exchange theory according to Blau (1964), which is a relationship between leaders and subordinates based on reciprocity between the two parties. So that when a leader does good for his subordinates, his subordinates will be motivated to repay the kindness. Because each side supports the other, and builds trust. In other words, the relationship between leaders and subordinates becomes quality, and does not reckon with each other, and both are motivated to help each other in their work. In addition, according to research from Liu (2020) LMX has a negative relationship with WDB if employees cannot build a good relationship with the leader. However, in this study, LMX did not have an impact on workplace deviance behavior.

Second, according to Lind (1982), procedural justice involves an important role in resource allocation decisions. Where the concept of justice not only includes the perception of fairness in earnings, but also includes consideration of allocation decisions and social interactions with employees (Greenberg, 1993; Tyler & Bies, 1990). So that when someone perceives that decisions related to procedures are carried out unfairly, pressure will arise in him and will cause dissatisfaction for the employee so that it will cause the employee to do anything because he feels pressured including by deviating (Fachrunisa, 2015).

Third, according to Boies and Howell (2006) deviation occurs when the leader does not treat all his subordinates the same way, due to lack of time and resources in building relationships between leaders and subordinates (Graen & Uhl-bien, 1995). Based on resource allocation theory according to Levinthal (2017), this resource is something that is important and limited in a company, both time and employees. So, if the company has a sufficient number of resources, it will create a good relationship between the leadership and subordinates or will be mutually beneficial. According to Kura (2013), self-regulatory efficacy can prevent deviance at work, when individuals have high self-regulatory efficacy. However, it cannot support the relationship between leaders and subordinates (Patrick et al., 1993), because the relationship

between leaders and subordinates is not based on individual beliefs in self-regulation, but is based on a reciprocal relationship between the two parties (Blau, 1964).

Fourth, based on social cognitive theory according to Bandura (1999) that self-regulatory efficacy has an important role in the self-management process because it affects an action either directly or through a decision. This means that in allocating decisions or existing resources in an organization or company, it is necessary to have confidence in self-confidence which can affect the self-regulation standards owned by others (Bandura et al., 2003). In addition, according to Kura (2013), the higher the self-regulatory efficacy, it can prevent unwanted behavior such as deviant behavior (Patrick et al., 1993). Therefore, different from previous research, our research refers to resource allocation theory and social cognition in clarifying how self-regulation moderates between leader-member exchange and procedural justice on deviant behavior in the workplace.

CONCLUSION

Based on resource allocation theory and social cognitive theory, this study found that self-regulatory efficacy only moderated the relationship between procedural justice and workplace deviance behavior.

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