

Deviant Behavior, Its Effects On Job Stress and Organizational Climate with Job Satisfaction as A Intervening Variable

Fajar Ari Nugroho¹, Isthofaina Astuty²

isthofainaastuty@umy.ac.id

Universitas Muhammadiyah Yogyakarta¹, Universitas Muhammadiyah Yogyakarta²

Abstract. This study aims to determine the effect of work stress and organizational climate on deviant behavior through job satisfaction as an intervening variable at PT. Apsara Tiyasa Sambada. There are also subjects of this research are employees of PT. Apsara Tiyasa Sambada as many as 106 respondents. This study uses a path analysis tool with SPSS software. The results showed that work stress directly affected deviant behavior. Organizational climate has a direct negative effect on deviant behavior. Job satisfaction is able to mediate the effect of job stress but cannot mediate organizational climate on deviant behavior.

Keywords: Job Stress, Organizational Climate, Job Satisfaction and Deviant Behavior

1 Introduction

One of the most crucial resources a company needs to have in order to support the achievement of its objectives is human capital. Human resources often seek to increase business performance by developing trustworthy human resources. The company will advance if it has skilled workers, hence it is important to preserve these workers so they are not hindered in their work. Changes in the internal and external organizational environment can have a direct or indirect impact on employee stress levels [31], [26], and [18] as well as the organizational climate [9]. These changes can also have an impact on job satisfaction levels [28], [41], and employee deviant behavior. All of these effects are related to human resources.

Many definitions of deviant behavior have been expressed by many experts. [35] stated that deviant behavior is voluntary behavior that violates organizational norms significantly, thereby threatening the welfare of the organization or its members. In other words, antisocial behavior or incivility at work. Deviant behavior in the workplace negatively impacts employees and the organization, such as causing other employees to experience stress; decreased job satisfaction, and caused the organization to experience a decrease in productivity. Deviations in mild forms that are carried out, in general, are often late for work and leave early.

There are several factors that influence deviant behavior in the workplace, such as toxic leadership (Rizani, M., et al., 2022), Islamic Workplace Spirituality [29], ethical climate [11],

work-family conflict [42]. Job satisfaction is a factor that needs to be a concern for companies to reduce the number of deviant behavior of employees in the workplace [9] and [5]. Job satisfaction reflects an employee's feelings towards his job which can be seen from the employee's attitude towards work and everything in the work environment. So job satisfaction will be an excellent strength for employees not to make deviant behavior in the workplace. In Arafat's research (2015), it is known that job satisfaction has a negative and significant effect on acceptable deviant behavior. , the higher the level of employee satisfaction at work, the more it can reduce deviant employee behaviors in the workplace.

Both the culture of the company and the degree of stress that individuals experience at work can affect their level of job satisfaction. Employees will experience less stress at work if efforts are made to manage a positive and supportive organizational climate for their work activities as well as good and sustainable human resource management. Happy employees are less likely to engage in deviant behavior at the workplace.

There are many studies on organizational climates, such as organizational climate strength and level ([16]., 2023), comparison of organizational climate dimensions (Jafar, H., 2023), cluster analysis on organizational climate [24] and [2]. Organizational climate is a term used to refer to various environmental influences, such as psychological environment, social influences, organizational influences, and situational influences on employee behavior. Employees who feel happy with the organizational climate will show performance according to company goals, while employees who are not satisfied with the organizational climate where they work will affect a decline in productivity and employee performance. Research by Kasewa et al (2016) states that organizational climate has a significant positive effect on acceptable job satisfaction. So a good organizational climate can increase job satisfaction.

In addition to organizational climate, another factor that became a variable in this study was work stress. [35] say stress is an unpleasant psychological process, occurring in response to environmental pressures. Factors that can affect work stress, namely environmental factors, organizational factors, and personal factors. [44] (2015) stated that there is a significant negative influence of work stress on job satisfaction received. High levels of work stress can reduce employee satisfaction at work. However, in the research of Amalia and Pratiwi Setyo (2017) work stress did not have a significant effect on job satisfaction.

Job stress and organizational climate are two variables that are predictors of job satisfaction variables. Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the values he has. In order for job satisfaction to always be consistent, at least the organization must pay attention to conditions in dealing with the organization such as relationships between colleagues, relationships with superiors, work atmosphere, and other things.

With the change in these aspects, it causes changes in employee behavior. Increased workload, the emergence of conflicts between departments, and the setting of high achievement targets directly or indirectly can give birth to stress at work. Continuous stress experienced by employees coupled with an unsupportive organizational climate can cause a decrease in employee job satisfaction levels which can gradually trigger an increase in employee deviant behavior.

The idea of this study is a modification of research conducted by [40] entitled The Effect of Work Stress and Organizational Climate on Turnover Intention with Job Satisfaction as an

Intervening Variable. In this study, it modified *the dependent variable* which was originally *turnover intention* to be changed to deviant behavior, thus creating a new research idea entitled The Effect of Work Stress and Organizational Climate on Deviant Behavior with Job Satisfaction as an Intervening Variable.

2 Literature Review And Hypothesis Development

2.1. Work Stress

According to [35] and Jugde (2015), stress is an unpleasant psychological process, that occurs in response to environmental pressures. Work stress is a condition of tension that occurs due to the absence of balance between physical and psychic, emotional levels, thinking patterns, and the condition of the employee itself. Such as fear, anxiety, guilt, anger, sadness, despair, and boredom that he faces in the work environment. [22] work stress is the pressure felt by employees on their work. [47] also describe 9 indicators of work stress, namely: 1) Workload, mismatch between expected roles, amount of time, and resources available to meet these requirements, 2). Time pressure/pressure, work assignments in such a short time, 3). Authority/responsibility, mismatch of roles with responsibilities that must be accepted, 4). Conflict, conflict refers to the difference in concepts between the employee concerned and his supervisor regarding the tasks that need to be done, 5). Unhealthy working conditions, uncondusive working conditions such as problems that occur in the scope of work., 6). Inadequate work equipment, an imbalance between work equipment for the completion of work, 7). Compensation that is too low, the balance between wages or salaries received against what he has done, 8). Differences in values to employees, different levels of assessment between employees can make these employees experience work stress, and 9). Unfair and reasonable treatment, the existence of treatment from superiors to unfair employees that distinguish employees from one another can trigger work stress. [4] stated that work stress is a threat to the company, which can potentially have a negative impact, both for other employees and the company

2.2. Organizational Climate

Stringer (2002) in [17] argues that an aspect of organizational climate is the way individuals see where they work has a dynamic effect on the way they work and how hard they try. Castro and Martins (2010) in [19] explain that organizational climate shows perceptions, feelings, and attitudes of organizational members that reflect the norms, values, attitudes, and culture of the organization. Stringer [20], put forward organizational climate indicators, namely: structure, responsibility, rewards, support, and commitment.

2.3. Job Satisfaction

[35] said that job satisfaction is a positive feeling of work, based on an evaluation of its characteristics. [35] and Judge also revealed there are 6 indicators of job satisfaction, namely: 1). The job itself, 2). Salary, 3). Promotion, 4). Supervision, 5). Co-workers and 6). The whole job. According to [47] said job satisfaction is the result of an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work. According to Keith Davis (1985) in [22], job satisfaction is a feeling that supports or is not experienced by employees when working. So it can be concluded that job satisfaction is a feeling of pleasure or not employees are at their jobs. [35] stated that there are 4 impacts that occur related to whether

or not an employee is satisfied at his job: exit is a negative response to employee dissatisfaction expressed through behavior that leads to leaving the company, voice is a positive response to employee dissatisfaction expressed through talks to improve conditions actively and constructively, a loyalty which is a negative response to dissatisfaction that expressed passively waiting for those conditions to improve, as well as devotion which is a negative response to dissatisfaction expressed by allowing conditions to continue to deteriorate

2.4. Deviant behavior

Workplace deviant behavior is the behavior of organizational citizens who violate the rules, as well as organizational culture lightly or severely so that it has the potential to threaten the welfare of the organization, members, or both. [34]. Deviant behavior is antisocial behavior that violates the norms set by Pearson et al. (2001) in Arafat (2015). [34] also revealed that there are 4 indicators of deviant behavior, namely: Production Deviations (Leaving early., Taking excessive breaks, Working slowly deliberately, Wasting resources), Property Deviations (Sabotaging equipment, Taking bribes, Lying about working hours., Stealing from the company). Political deviance (Displays favoritism, Vacating co-workers, Blaming co-workers, Competing disadvantageously), as well as Personal Aggression (Sexual harassment, Verbal abuse, Stealing from co-workers, Endangering co-workers). [35]on and Bannet (2000) divide into two factors that influence deviant behavior: Individual Factors consist of gender, grumpy attitudes, and *negative affectivity*, and Organizational Factors consist of rigid regulatory procedures, poor working conditions, and aggressive culture. According to Lewaherilla (2019), deviant behavior has a negative influence on the sustainability of the organization

2.5. The effect of work stress on job satisfaction

[44] conducted research on UD. Ulam Saris by using variables of work stress, job satisfaction, and organizational commitment. shows that job stress has a significant negative effect on job satisfaction. This is also in accordance with research conducted by [37] on teachers of SMK Negeri Kota Banda Aceh with research variables of spirituality, deviant behavior at work, and job satisfaction. Their research shows that job stress has a significant negative effect on job satisfaction. From this description, the following hypothesis can be made:

H1: Work Stress Negatively Affects Job Satisfaction

2.6. The effect of organizational climate on job satisfaction

Research conducted by [20] on Manado City land office employees with variables of organizational climate, organizational culture and job satisfaction. The results provide empirical evidence that the better the climate will increase employee job satisfaction at the Manado City Land Office. The results of the study were also obtained in the research of Kasewa et al (2016) conducted at PT Suka Pandawa with a variety of research on the influence of organizational climate, job satisfaction and organizational commitment. Shows that there is a positive influence between organizational climate on job satisfaction. From this description, the following hypotheses can be made:

H2: Organizational Climate Positively Affects Job Satisfaction

2.7. The Effect of Job Satisfaction on Deviant Behavior

Several studies have shown that job satisfaction negatively affects deviant behavior, such as in the research of Arafat (2015) and the research of [37]. From this description, the following hypotheses can be made:

H3: Job Satisfaction Negatively Affects Deviant Behavior

2.8. Work Stress to Deviant Behavior

Research [43] case study of the marketing division of PT. XYZ with variables affecting salary, work stress, interactional fairness, and *employee deviant* behavior shows that work stress is positively related to deviant behavior. in research conducted by [27] at PT. Everbright Medan showed positive results on the relationship of work stress with deviant behavior. From this description, the following hypotheses can be made:

H4: Work stress positively affects deviant behavior

2.9 Organizational climate towards deviant behavior

[9] say institutional climate moderates the relationship between job satisfaction and deviant behavior.[15] research (2018) at PT. Pelabuhan Indonesia I Tanjung Perak Surabaya Branch shows the results that negative influences related to organizational climate with work behavior are counterproductive. From this description, the following hypotheses can be made:

H5: Organizational Climate Negatively Affects Deviant Behavior

This work stress can have an impact on an individual in the organization and this will affect job satisfaction. When an employee's work stress continues to increase, deviant behavior will arise. From this description, the following hypotheses can be made:

H6: Job Satisfaction Mediates Work Stress to Deviant Behavior

A good organizational climate will be able to increase employee job satisfaction and can minimize employee deviant behavior. Because when an employee has a high level of satisfaction that causes a happy attitude in doing his job, an employee who is already happy with his job raises high responsibility so that he does not think of deviant actions or behavior. From this description, the following hypotheses can be made:

H7: Job Satisfaction Mediates the Organizational Climate for Deviant Behavior.

Research Model

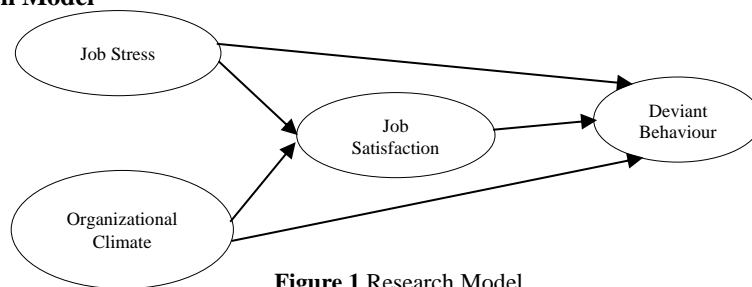


Figure 1 Research Model

H1 = There is a significant negative effect of job stress on job satisfaction.

H2 = There is a significant positive influence of organizational climate on job satisfaction.

H3 = There is a significant negative effect of job satisfaction on deviant behavior.

H4 = There is a significant positive effect of work stress on deviant behavior.

H5 = There is a significant negative influence of organizational climate on deviant behavior.

H6 = Job satisfaction can mediate job stress against deviant behavior.

H7 = Job satisfaction cannot mediate an organization's climate towards deviant behavior.

3 Research Methods

The object used in this study is PT. Apsara Tiyasa Sambada, with the subjects of the study, namely all employees of PT. Apsara Tiyasa Sambada. The reason researchers choose these objects is because of deviant behavior that occurs in employees. Researchers use work stress and organizational climate as triggers and job satisfaction as mediation.

To measure work stress, 9 question items were used from Veithzal Rivai (2004) in Yuliawan (2012). For Organizational Climate used 7 item questions from Beth Aan Heyart (2011). For job satisfaction, 6 question items were used from Tsui et al (2011), while to measure Deviant Behavior, 12 question items were used from [34].

The analysis technique in quantitative research is carried out using a path analysis model (*Path Analysis*). Pathway analysis is commonly used to examine the influence of mediating or intervening variables. Intervening or mediating variables are intermediate variables that can affect the relationship between the independent variable and the dependent variable.

4 Results And Discussion

The distribution of questionnaires is carried out by visiting the office and leaving questionnaires according to the number of existing employees then giving time for employees to fill out the questionnaire. The distribution of questionnaires was 121 questionnaires, from the distribution of these questionnaires there were as many as 110 questionnaires that returned (response rate 87%), because there were 4 questionnaires that could not be used for research or could be said to be defective.

Of the 106 respondents, the composite sons and daughters were relatively the same, but dominated by the age of 19 years to 30 years (62%). From the education level, the majority have high school education (40%) and are spread from many fields of work

The research instrument test showed all valid question items and all reliable variables, while the results of statistical descriptive showed organizational climate variability, job satisfaction and stress received high scores, while deviant behavior variables received very low scores. For the results of hypothesis testing using path analysis will be described in the following section.

4.1 The effect of job stress on job satisfaction

Table 1 : Result of Multi Regression (Step 1)

	Standardized Coefficients (Beta)	Sig.
(Constant)		,112
Job Stress	-,488	,000
Organization Climate	382	,000

Based on the analysis of the effect of work stress on job satisfaction, a beta coefficient value of -0.253 was obtained with a significant value of 0.000. This means that work stress has a significant negative effect on job satisfaction. **Then hypothesis 1 is accepted.**

The high level of work stress at PT. Apsara Tiyasa Sambada always occurs during the new school year, considering that this company is in the field of supporting stationery needs. PT. Apsara Tiyasa Sambada is often flooded with orders when going to the new school year, the number of orders and the tension of a short enough time to increase the level of employee work stress because employees are required to work more dexterously than usual to fulfill orders on time. The demands of working more deftly than usual make less job satisfaction than usual who work can be more relaxed.

4.2 The effect of organizational climate on job satisfaction

Based on the analysis of the effect of organizational climate on job satisfaction, a beta coefficient value of 0.284 was obtained with a significant value of 0.000. This means that the organizational climate has a significant positive effect on job satisfaction. **Then hypothesis 2 is accepted.**

This is because it is good for the company to maintain an organizational climate so as to provide a sense of comfort for employees, with a sense of comfort for employees to carry out work happily. One of the characteristics of employees satisfied with their work is to feel happy while working.

4.3 The effect of job satisfaction on deviant behavior

Table 1 : Result of Multi Regression (Step 2)

	Standardized Coefficients (Beta)	Sig.
(Constant)		,002
Job Stress	,250	,012
Organizational Climate	-,240	,011
Job Satisfaction	-,390	,000

Based on the analysis of the effect of job satisfaction on deviant behavior, a beta coefficient

value of -0.353 was obtained with a significant value of 0.000. This means that job satisfaction has a significant negative effect on deviant behavior. Then hypothesis 3 is accepted.

The level of job satisfaction of PT. Apsara Tiyasa Sambada has a high level of satisfaction, it can be seen from the attitude of completing their work. Employees can complete their work with pleasure and creativity in terms of design and the latest innovative products.

4.4 The effect of work stress on deviant behavior

Based on the analysis of the effect of work stress on deviant behavior, a beta coefficient value of 0.117 was obtained with a significant value of 0.012. This means that job satisfaction has a significant positive effect on deviant behavior. Then hypothesis 4 is accepted.

Work stress that is often experienced by employees of PT. Apsara Tiyasa Sambada when there is a buildup of orders, with the accumulation of orders, employees are certainly not able to work casually as usual. The accumulation of orders causes saturation for workers so that there are not often absentees from work at that time such as permission to go to the toilet for too long just to avoid work and late re-entry to work after rest hours.

Work stress triggers employees to perform deviant actions. Work stress felt by employees will increase the desire of employees to perform a deviant action against the organization. This happens because of the lack of role of the organization in helping employees to cope with stress that comes due to work. Work stress has a positive relationship with employee deviant behavior.

4.5 The influence of organizational climate on deviant behavior

Based on the analysis of the influence of organizational climate on deviant behavior, a beta coefficient value of -0.162 was obtained with a significant value of 0.011. This means that job satisfaction has a significant negative effect on deviant behavior. Then hypothesis 5 is accepted.

Attachment between employees at PT. Apsa Tiyasa Sambada forms a good organizational climate, an attitude of mutual help to complete work between employees. With an attitude of mutual help in completing work, it can lighten the work and can complete the work faster. When work can be completed properly with the help of coworkers, deviant attitudes such as deliberately procrastinating work do not occur.

To determine the mediating effect of the job satisfaction variable, the Sobel test was carried out. The results of this test are:

4.6 The effect of job stress on deviant behavior through job satisfaction.

$$\begin{aligned}
 Sab &= \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2} \\
 &= \sqrt{(0,390^2 \cdot 0,043^2) + (0,253^2 \cdot 0,46^2) + (0,043^2 \cdot 0,46^2)} \\
 &= \sqrt{(0,028123) + (0,013542) + (0,03912)} \\
 &= \sqrt{0,041665} \\
 Sab &= 0,021134
 \end{aligned}$$

Based on the results of the Sab above, we can calculate the statistical value of the effect of mediation with the following formula:

$$Z = \frac{ab}{S_{ab}} = \frac{0,253 \times 0,390}{0,021134} \quad (1)$$

$$Z = 4,6687$$

From these results, it can be concluded that the calculated t value of 4.6687 is greater than the ttable of 0.1909 with a significance level of 0.05. So it can be concluded that there is a mediating effect of the variable job satisfaction mediating work stress on deviant behavior hypothesis 6 is accepted.

When employees are not comfortable with their jobs, disappointment will arise that can cause work stress. High work stress will have an impact on dissatisfaction or low levels of job satisfaction. High job satisfaction will have an impact on the low deviant behavior carried out by employees because they feel suitable for their jobs. High job satisfaction will reduce deviant behavior by employees and will have a good impact on the company. When an employee who has a high level of work stress will have high deviant behavior as well, but with high job satisfaction, the relationship between work stress and deviant behavior will be low.

4.7 The influence of organizational climate on deviant behavior affects job satisfaction.

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2} \quad (2)$$

$$= \sqrt{(0,390^2 \cdot 0,62^2) + (0,284^2 \cdot 0,062^2) + (0,62^2 \cdot 0,062^2)}$$

$$= \sqrt{(0,05846724) + (0,000310019) + (0,0001477634)}$$

$$= \sqrt{0,0602548922}$$

$$S_{ab} = 0,245468$$

Based on the results of the Sab above, we can calculate the statistical value of the effect of mediation with the following formula:

$$Z = \frac{ab}{S_{ab}} = \frac{0,248 \times 0,390}{0,245468} \quad (3)$$

$$Z = 0,394922$$

From these results, it can be concluded that the calculated t value of 0.394922 is smaller than the ttable of 0.1909 with a significance level of 0.05. So it can be concluded that there is no mediating effect of the variable job satisfaction mediating organizational climate on deviant behavior, hypothesis 7 is rejected.

This means that the seventh hypothesis is rejected. In contrast to research that states that job satisfaction can mediate organizational climate towards deviant behavior. From some cases of organizational climate, both employees are satisfied but there are still those who behave defiantly. This states that although the climate and employee job satisfaction are good, employee behavior is not necessarily good. When the organizational climate is bad, it will create deviant

behavior carried out by employees so that job satisfaction decreases. When the organizational climate improves, the job satisfaction felt by employees will increase and decrease the deviant behavior that will be carried out by employees.

5 Conclusion

With the research and the results obtained from the study, conclusions can be drawn. This study "Entitled The Effect of Work Stress and Organizational Climate on Deviant Behavior with Job Satisfaction as an Intervening Variabe in PT. Apsara Tiyasa Sambada". The following is a summary conclusion of the research results as follows:

1. Work stress has a negative and significant effect on job satisfaction.
2. Organizational climate has a positive and significant effect on job satisfaction.
3. Job satisfaction has a negative and significant effect on deviant behavior.
4. Work stress has a positive and significant effect on deviant behavior.
5. Organizational climate negatively and significantly affects deviant behavior.
6. The effect of work stress on deviant behavior through job satisfaction, this study concluded that job satisfaction is able to mediate work stress against deviant behavior.
7. The effect of organizational climate on deviant behavior through job satisfaction, this study concluded that job satisfaction cannot mediate organizational climate on deviant behavior.

Based on the results of the research, discussion, and conclusions above, the author has suggestions that aim for the good and progress of PT. Apsara Tiyasa Sambada, academic development, and further researchers here are suggestions that researchers can give:

1. Share PT. Apsara Tiyasa Sambada , based on research it is known that work stress variables affect job satisfaction and deviant behavior, therefore companies should increase efforts to reduce the level of work stress in employees such as setting up production systems when the company gets a buildup of orders with a little grace period and listening to complaints from employees who can make input for the company.
2. For the next researcher
 - a. The quality of further research will be better if it expands respondents to other areas that have different characteristics and does not rely on information only from one particular institution.
 - b. It is expected that there will be additional research variables that can influence deviant behavior such as organizational culture and leadership style.

Based on the results of the research that has been done, there are several limitations in this study, including: this study was conducted at the end of the year or the turn of the

semester, allowing the level of employee work stress to be higher than in the middle of the semester.

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