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

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Abstract. This study uses job satisfaction as an intervening variable at PT. Apsara Tiyasa Sambada to examine the impact of organizational climate and work stress on deviant behavior. Up to 106 respondents who work at PT. Apsara Tiyasa Sambada are also subjects of this study. With SPSS software, a path analysis tool is used in this investigation. The findings demonstrated a direct correlation between work stress and deviant behavior. Deviant behavior is directly impacted negatively by the culture inside an organization. The impact of job stress can be mitigated by job happiness, but the influence of corporate climate on deviant conduct cannot be mitigated.

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. Employee stress levels, as well as the organizational climate, can be directly or indirectly impacted by changes in the internal and external organizational environment [31], [26], and [18] [9]. Employee deviant behavior and job satisfaction levels may also be impacted by these changes [28, 41]. These outcomes are all connected to human resources.

Various specialists have provided numerous definitions of deviant behavior. As per [35], deviant behavior is defined as voluntary actions that seriously breach organizational standards, endangering the well-being of the organization or its constituents. Put otherwise, workplace rudeness or antisocial behavior. Employees and the business are badly impacted by deviant behavior in the workplace. For example, it can lead to stress among coworkers, lower job satisfaction, and lower productivity. Mild deviations are generally carried out; for example, people who frequently arrive late and depart early from work.

Deviant conduct in the workplace is influenced by a number of factors, including ethical climate [11], work-family conflict [42], Islamic workplace spirituality [29], and toxic leadership (Rizani, M., et al., 2022). Companies should be concerned about job happiness in order to decrease the amount of employees that engage in deviant conduct at work [9] and [5]. Work satisfaction is a reflection of how a person feels about his or her job, which is seen in how they approach their work and the entire workplace. Therefore, having a fulfilling job will be a great deterrent for individuals to act inappropriately at work. According to Arafat's (2015) research, there is a documented negative and substantial relationship between permitted deviant conduct and job satisfaction. , the higher the level of employee satisfaction at work, the more it can reduce deviant employee behaviors in the workplace.

The company's culture and the level of stress employees endure at work can both have an impact on how satisfied they are with their jobs. If efforts are made to create a supportive and encouraging organizational climate for their work activities in addition to effective and long-term human resource management, employees will feel less stressed at work. Contented workers are less prone to act strangely in the workplace.

Numerous research have been conducted on organizational climates, including comparisons of organizational climate aspects (Jafar, H., 2023), organizational climate strength and level ([16]., 2023), and organizational climate cluster analysis [24] and [2]. The phrase "organizational climate" refers to a range of environmental factors that affect employee behavior, including the social, organizational, psychological, and situational factors. When employees are content with their workplace, they will perform in line with company objectives. Conversely, when they are dissatisfied with their workplace, productivity and performance will suffer. According to research by Kasewa et al. (2016), acceptable work satisfaction is significantly positively impacted by organizational climate. Therefore, a positive workplace culture can boost employee satisfaction.

Work stress was another element that was included as a variable in this study, in addition to organizational climate. According to [35], stress is an unpleasant psychological process that results from pressures from the outside world. There are three types of elements that can impact work-related stress: personal, organizational, and environmental. According to [44] (2015), job satisfaction is significantly impacted negatively by work stress. Employee satisfaction at work may suffer with high levels of stress at work. However, work stress had no discernible impact on job satisfaction in Amalia and Pratiwi Setyo's (2017) study.

Two factors that are related to job satisfaction are job stress and organizational atmosphere. In essence, each person's level of job satisfaction is unique. Depending on his values, each person will be at a different level of contentment. At the very least, the company needs to be aware of external factors that affect job happiness, like connections between coworkers, relationships with managers, the environment at work, and so forth.

Employee behavior changes as a result of these elements changing. Stress at work can be caused by an increase in workload, the appearance of departmental conflicts, and the setting of high achievement targets, either directly or indirectly. An unsupportive work environment and ongoing stress among employees can lower job satisfaction, which over time may lead to a rise in deviant conduct on the part of the workforce.

The research by [40] titled The Effect of Work Stress and Organizational Climate on Turnover Intention with Job Satisfaction as an Intervening Variable served as the model for this

investigation. A new research topic, The Effect of Work Stress and Organizational Climate on Deviant conduct with Job Satisfaction as an Intervening Variable, was created as a result of changing the dependent variable in this study from turnover intention to deviant conduct.

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, unconducive 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 the[19]y 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] defined job satisfaction as a favorable perception of one's employment based on an assessment of its attributes. [35] and Judge additionally disclosed that there are six measures of job satisfaction, which are: 1. The work itself; 2. Compensation; 3. Advancement; 4. Supervision; 5. Colleagues; and 6. The entire employment. As per the statement made by [47], job satisfaction is the outcome of an assessment that characterizes an individual's emotions related to happiness, unhappiness, and contentment in their workplace. As to Keith Davis (1985) in [22], job satisfaction refers to the emotional state that employees either experience or lack while working. Therefore, it can be said that whether or not employees enjoy their work, job satisfaction is a sensation that they have. According to [35], there are four impacts that take

place. According to [35], there are four factors that affect an employee's level of job satisfaction: A negative reaction to employee dissatisfaction expressed through behavior that results in leaving the company is called an exit; a positive response is called a voice; a negative response is expressed through talks to actively and constructively improve conditions; a negative response is called a loyalty; a negative response is expressed by waiting for conditions to improve; and a negative response is called a devotion.

2.4. Deviant behavior

Deviant behavior in the workplace refers to the actions of members of the organization that either knowingly or unknowingly break organizational policy and culture to the point where it jeopardizes the wellbeing of the group, its members, or both. [34]. Antisocial conduct that deviates from the standards established by Pearson et al. (2001) in Arafat (2015) is considered deviant behavior. Additionally, [34] disclosed that there are four signs of deviant behavior: Property Deviations (sabotaging equipment, accepting bribes, lying about working hours, stealing from the company), Production Deviations (leaving early, taking excessive breaks, working slowly, wasting resources). Political deviance (favoritism, abandoning coworkers, placing blame on coworkers, unfair competition) and personal aggression (sexual harassment, verbal abuse, stealing from coworkers, putting coworkers in risk) are two examples of political deviance. [35]on and Bannet (2000) categorize contributing elements to aberrant conduct into two categories: Gender, gloomy views, and negative affectivity are examples of Individual Factors. Rigid regulatory processes, subpar working conditions, and an aggressive culture are examples of Organizational Factors. Deviant behavior, according to Lewaherilla (2019), has a detrimental effect on the organization's ability to survive.

2.5. The effect of work stress on job satisfaction

Utilizing the characteristics of work stress, job happiness, and organizational commitment, [44] studied UD. Ulam Saris. demonstrates the substantial detrimental impact that job stress has on job satisfaction. This is also consistent with a study [37] that looked at job happiness, deviant behavior at work, and spirituality in SMK Negeri Kota Banda Aceh teachers. According to their research, job happiness is significantly impacted negatively by job stress. This description leads to the following conjecture:

> H1: Work Stress Negatively Affects Job Satisfaction

2.6. The effect of organizational climate on job satisfaction

Research on organizational environment, organizational culture, and job satisfaction was done by [20] on land office workers in Manado City. The findings offer concrete proof that a more favorable work environment at the Manado City Land Office will boost employee job satisfaction. The study's findings were also derived from research by Kasewa et al. (2016), which was carried out at PT Suka Pandawa and included a range of studies on the effects of organizational commitment, work satisfaction, and climate. demonstrates the beneficial relationship between worker satisfaction and corporate atmosphere. 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, including those by Arafat (2015) and [37], have demonstrated the detrimental relationship between job satisfaction and deviant conduct. 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] demonstrates a positive relationship between work stress and deviant conduct in an employee case study of PT. XYZ's marketing division, where variables impacting compensation, job stress, interactional fairness, and employee deviant behavior are examined. Positive findings on the connection between work stress and deviant behavior were found in a study by [27] at PT. Everbright Medan. From this description, the following hypotheses can be made:

H4: Work stress positively affects deviant behavior

2.9 Organizational climate towards deviant behavior

[9] assert that the association between deviant behavior and job satisfaction is moderated by the institutional context.Research conducted in 2018 at the Tanjung Perak Surabaya Branch of PT. Pelabuhan Indonesia I demonstrates that unfavorable effects on work behavior are linked to organizational climate and are therefore unproductive. 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

Employee job satisfaction might rise and aberrant behavior can be reduced in a positive work environment. Because a happy employee raises high responsibility so that he does not consider engaging in deviant acts or behavior, a high level of job satisfaction leads to a joyful mood when performing duties. From this description, the following hypotheses can be made:

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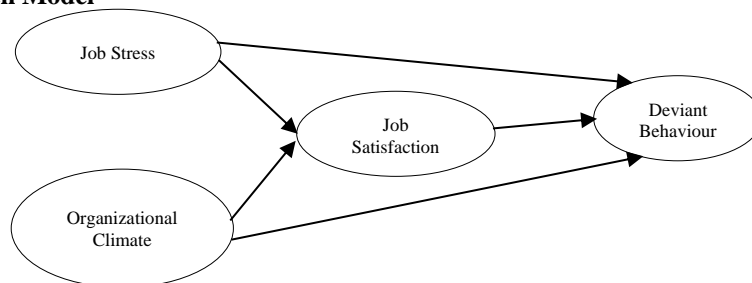
Research Model

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 study's subjects are all of PT. Apsara Tiyasa Sambada's personnel, and the study's purpose is the organization. The selection of these items by researchers was prompted by instances of abnormal conduct among staff members. Researchers employ job satisfaction as a mediator between organizational climate and work stress as triggers.

In Yuliawan (2012), nine questions from Veithzal Rivai (2004) were used to gauge work-related stress. I used seven questions from Beth Aan Heyart (2011) for Organizational Climate. Twelve question items from [34] were used to measure Deviant Behavior, whereas six items from Tsui et al. (2011) were utilized to gauge job satisfaction.

A route analysis model is used to carry out the analysis technique in quantitative research (route Analysis). A typical method for examining the impact of mediating or intervening variables is pathway analysis. Variables in the middle that can influence how the independent and dependent variables relate to one another are known as intervening or mediating variables.

4   Results And Discussion

Surveys are distributed by going to the workplace, leaving questionnaires based on the number of current employees, and then waiting for the staff to complete the questionnaire. There were 121 questionnaires distributed; of those, 110 questionnaires were returned (response rate: 87%) due to the fact that 4 questionnaires were either faulty or could not be utilized for study.

The composite sons and daughters of the 106 respondents were essentially the same, with the age range of 19 to 30 years old predominating (62%). When it comes to education, the majority only completed high school (40%) and are employed in a variety of sectors.

The findings of the statistical descriptive test revealed that organizational climate variability, work satisfaction, and stress obtained high scores, whereas deviant behavior variables received extremely low scores. The research instrument test revealed all valid question items and all reliable variables. The outcomes of path analysis-based hypothesis testing will be discussed in the section that follows.

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.**

Given that PT. Apsara Tiyasa Sambada is in the business of supplying stationery demands, the start of the new school year is always marked by a high level of work stress there. When the school year begins, PT. Apsara Tiyasa Sambada is frequently inundated with orders. The volume of orders combined with the pressure of a short turnaround time causes employee work stress since staff members must exert more dexterity than usual to complete orders on time. Less job satisfaction than usual is caused by the pressures of working more deftly than usual, even though working more relaxedly.

4.2 The effect of organizational climate on job satisfaction

After the impact of organizational climate on job satisfaction was analyzed, a beta coefficient value of 0.284 with a significant value of 0.000 was found. This indicates that job satisfaction is significantly positively impacted by the organizational atmosphere. After that, **hypothesis 2 is approved.**

This is due to the fact that it is beneficial for the business to sustain an organizational environment that gives workers a sense of comfort and allows them to work cheerfully. Feeling content while working is one trait of employees that are happy with their jobs.

4.3 The effect of job satisfaction on deviant behavior

Table 2 : 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

After analyzing how work stress affects deviant behavior, a beta coefficient value of 0.117 with a significant value of 0.012 was found. This indicates that there is a strong positive correlation between job satisfaction and deviant behavior. After that, hypothesis 4 is approved.

The tension at work that PT. Apsara Tiyasa Sambada personnel frequently suffer when there is a backlog of orders is that they are undoubtedly unable to work casually as usual. Workers experience saturation as a result of the accumulation of orders, which prevents frequent absences from work at that time. Examples of this include permission to leave the office for an extended period of time and late re-entry following rest periods.

Stress at work leads workers to act in ways that are not appropriate. Employees who experience work-related stress are more likely to want to act in a deviant manner against the company. This occurs as a result of the organization's lack of involvement in assisting staff members in managing work-related stress. Work stress has a positive relationship with employee deviant behavior.

4.5 The influence of organizational climate on deviant behavior

After analyzing how organizational atmosphere affects deviant behavior, a beta coefficient value of -0.162 with a significant value of 0.011 was found. This indicates that aberrant behavior is significantly impacted negatively by job satisfaction. After that, hypothesis 5 is approved.

Employee attachment at PT. Apsa Tiyasa Sambada creates a positive work environment and a culture of cooperation to finish tasks. Work can be made lighter and completed more quickly when there is a mutual aid mentality. Deviant attitudes, such as purposefully delaying work, do not arise when work can be done well with the assistance of colleagues.

The Sobel test was used to ascertain the mediating role of the work satisfaction variable.

The results of this test are:

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

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

Based on the results of the Sab above, we can calculate the statistical value of

the effect of mediation with the following formula:

$$Z = \frac{ab}{Sab} = \frac{0,253 \ x \ 0,390}{0,021134}$$

(1)

$$Z = 4,6687$$

Based on these findings, a significance threshold of 0.05 indicates that the computed t value of 4.6687 is higher than the ttable of 0.1909. Thus, it may be said that hypothesis 6 is accepted, suggesting that the variable job satisfaction mediates work stress on deviant behavior.

Employee dissatisfaction and potential stress at work might occur when they are not happy in their positions. Low levels of job satisfaction or discontent will be impacted by high work stress. Employees who feel well-suited for their employment will exhibit less aberrant conduct when they are highly satisfied with their jobs. Increased job satisfaction will benefit the organization by lowering employee aberrant behavior. There is a negative correlation between work stress and deviant conduct when an employee has high levels of stress at work and high levels of job satisfaction.

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

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

(2)

$$= \sqrt{(0,390^2 . 0,62^2) + (0,284^2 . 0,062^2) + (0,62^2 . 0,062^2)}$$
$$= \sqrt{(0,05846724) + (0,000310019) + (0,0001477634)}$$
$$= \sqrt{0,0602548922}$$

$$Sab = 0,245468$$

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

$$Z = \frac{ab}{Sab} = \frac{0,248 \ x \ 0,390}{0,245468}$$

(3)

$$Z = 0,394922$$

Based on these findings, a significance threshold of 0.05 indicates that the computed t value of 0.394922 is less than the ttable of 0.1909. Therefore, hypothesis 7 is rejected, indicating that there is no mediation effect of the variable job satisfaction mediating organizational climate on deviant behavior.

As a result, the seventh hypothesis is disproved. as opposed to studies that claim that the organizational climate toward deviant conduct can be mediated by job satisfaction. In certain situations, the work environment leaves both employees happy, although some continue to act angrily. According to this, good work environments and employee job satisfaction may not always translate into good employee behavior. A negative workplace culture leads to employees engaging in deviant conduct, which lowers job satisfaction. Employee job satisfaction will rise as the corporate climate improves, which will also lead to a decrease in employees' deviant conduct.

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 findings of the research, this study has a number of limitations, such as the fact that it was carried out at the end of the year at the beginning of the semester, when employee job stress levels may have been higher than they would have been in the middle of the semester.

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