

---

## PERCEIVED ORGANIZATIONAL SUPPORT IN MEDIATING ORGANIZATIONAL CLIMATE AND WORKPLACE CONFLICT AGAINST WORKPLACE DEVIANT BEHAVIOR IN TYPE D HOSPITALS IN KONAWE KEPULAUAN

**Ulam Fridslan, Rina Anindita, Intan Silviana Mustikawati**

Universitas Esa Unggul, Indonesia  
Email: rina.anindita@esaunggul.ac.id

---

### ABSTRACT

#### KEYWORDS

organizational climate;  
workplace conflict;  
perceived organizational support; workplace deviant behavior

The purpose of this study is to explain the effect of organizational climate and workplace conflict on workplace deviant behavior through perceived organizational support at Konawe Kepulauan General Hospital. Data collection using survey methods and online questionnaires. The population in this study were Type D Hospital employees in Southeast Sulawesi. Test the instrument for the validity of the questions and reliability as well as data analysis using the partial least squares - structural equation modeling (SEM) method. The results of this study show that there is a negative influence of organizational climate and a positive effect of workplace conflict on workplace deviant behavior. Organizational climate and workplace conflict are mediated by perceived organizational support for workplace deviant behavior. Suggestions from this study are that it is necessary to focus group discussions to create mutual trust, choose leaders who are capable in managing differences of opinion and monitor periodic evaluations.

---

### INTRODUCTION

Government Regulation no. 47 of 2021 states that a hospital is a health service institution that provides comprehensive individual health services that provide inpatient, outpatient and emergency services.

In some cases, deviant work behavior may occur in hospitals, so it is called workplace deviant behavior. Deviant behavior in the workplace means behavior that violates social norms or ethics of the work environment. Based on the results of a preliminary study at type D hospital in Konawe Islands with 17 employee respondents, 52% of respondents have workplace deviant behavior, namely often taking longer breaks and leaving work quickly, wasting resources, taking things from the hospital without permission, leaving in the middle of work hours, and returning again before working hours end (Al Ghazo et al., 2019). As many as 51% of respondents feel a low work climate such as lack of clarity in regulations in hospitals, lack of knowing the goals to be achieved so that employees carry out work only to abort their obligations, direction and guidance from superiors that are felt to be minimal which makes employees do not understand the main duties of their work, low sense of responsibility which is often characterized by uniformity of employees who like to delay work, Lack of supervision from superiors, awards or rewards that are not obtained even though they have done a good job, inadequate facilities characterized by complaints of employees who are difficult to do their duties due to non-existent infrastructure, a less friendly working atmosphere because some employees create their own groups, and the lack of space given to do work (Dirican & Erdil, 2020). 62% of respondents often experience workplace conflicts such as neglected when they express opinions at work, mentally tired, depressed and intimidated with other colleagues,

differences of opinion, feeling that hospitals do not have clear policies or procedures to overcome conflicts that arise due to differences in determining solutions to solve problems (Loi et al., 2020). 51% of respondents have a perception that hospitals lack perceived organization support such as unfair treatment, feeling unappreciated, superiors do not provide feedback on their work, little appreciation is given for their achievements and extra effort they make, facilities are also felt to be inadequate in supporting their work (Alshaabani et al., 2021).

Alias et al., (2018) show the negative relationship shown by organizational climate to deviant behavior in the workplace. Anjani, (2019) examines that interpersonal conflict in the workplace has a positive influence on deviant behavior in the workplace. Employees engaging in deviant behavior in the workplace is an important reason that interpersonal conflicts reduce the performance of employee duties. Caesens et al., (2019) analyzed by looking at the relationship of perceived organizational support with workplace conflict mediated by trust related to failure. Perceived organizational support positively affects confidence in failure. Dar & Rahman, (2019) examines that there is an influence of fair procedures on deviant behavior. The perceived organizational support as mediator of the above two variables also supports the relationship. Abbasi et al., (2022) also examined the influence of perceived organizational support on workplace deviance. Kalemci et al., (2019) conducted research that showed there was a negative relationship between perceived organizational support, power distance and paternalistic cultural orientation with deviant behavior in the workplace. Jeewandara & Kumari, (2021) conducted a theoretical study that examined the influence of social justice, organizational ethical climate, demographics that have an impact on deviant behavior in the workplace.

The purpose of this study is to analyze the influence of organizational climate and workplace conflict on work place behavior through perceived organizational support as an intervention at Konawe Islands District Hospital.

## RESEARCH METHOD

This research design uses a survey method, where research is carried out with data sources and information obtained from respondents as research samples using questionnaires distributed online using Google Forms as a data collection instrument. The population studied was the staff of Type D Hospital in Konawe Islands. With samples selected using the random sampling method. Measurement of variable workplace deviant behavior using dimensions (Bennett et al., 2018) namely production deviant, property devian, political deviant and personal aggression. Measurement of organizational climate variables (Lussier, 2017) namely structure, responsibility, reward, warmth, support, loyalty and organizational identity and risk (Shbail & Shbail, 2020). Measurement of workplace conflict variables using dimensions (Robbins & Judge, 2013) namely differences in opinion, mentally tired at work, tension of personal problems, different visions in work, differences in determining solutions in problems. Measurement of perceived organizational support variables using dimensions (Rhoades and Eisenberger, 2002) consisting of fairness, superior support, rewards and working conditions. In this study, using SEM-PLS to test validity is by convergent validity test (average variance extracted value must be above 0.50) and discriminant validity test (using Fornell-Lacker and Heterotrait-Monotrait Ratio or correlation between variables with the condition that the correlation number is  $\leq 0.85$ ). A frequently used reliability test method is Cronbach's Alpha. The number of samples studied was 100 respondents. The aspects studied are organizational climate, workplace conflict, perceived organizational support and workplace deviant behavior. The data measurement method used is the Likert scale with scale intervals of one to four. This

study was conducted using a causality model to see the correlation between variables. The analytical tool used is the Structural Equation Model (SEM).

## RESULTS AND DISCUSSION

The results of construct validation with the loading factor value are ( $> 0.50$ ) where the variables organizational climate, workplace conflict, perceived organizational support and workplace deviant behavior are all indicators accepted. The construct reliability test meets the reliability requirements with CR values above 0.70 and VE values above 0.50 (Hair Jr et al., 2023). CR scores meet the reliable requirements of values above 0.70, organizational climate (0.89), conflict in the workplace (0.89), perception of organizational support (0.90), and deviant behavior in the workplace (0.71) In the VE value all meet the reliable requirements of value above 0.50, for organizational climate (0.55), conflict in the workplace (0.56), perceived organizational support (0.60), and deviant behavior in the workplace (0.52). The structural test analysis can be seen from the  $R^2$  value. The  $R^2$  value of each equation is used to show how an independent variable can describe the dependent variable. The first result of the  $R^2$  analysis was the relationship between the independent variable and the perceived organizational support variable of 0.903 and the workplace deviant behavior variable of 0.451. These results show that independent variables (organizational climate and workplace conflict) have a strong relationship with perceived organizational support, where 90% of perceived organizational support variables can be explained through organizational climate variables and workplace conflicts, while the remaining 10% can be explained by other variables not contained in this study (Chen et al., 2016). and has a moderate relationship with workplace deviant behavior. The second result is the association of the independent variable with workplace deviant behavior of 0.445. It also emphasizes that the independent variable has a moderate relationship with workplace deviant behavior, where 45% of this variable can be explained through organizational climate variables and workplace conflict while the remaining 55% can be explained by other variables not contained in this study. Furthermore, conformity test analysis was carried out, all tests showed a good fit including GFI (marginal fit), There were good fit results on SRMR, RMSEA, NNFI, NFI, RFI, IFI, CFI and Normed Chi-Square ( $\chi^2 / df$ ). From the results of the analysis above, it can be concluded that the overall fit test of the model meets the requirements of all models (good fit). In addition, the study created a T-Value path diagram that looks like this

Hypothesis testing is carried out by paying attention to the original sample estimates (O) value to determine the direction of the relationship between variables, as well as t-statistics (T) and p-value (P) to determine the level of significance of the relationship. The hypothesis testing value of this research can be shown in the table and the results of this research model can be described as shown in the following table:

Tabel 1. Uji Hipotesis Penelitian

| Hipotesis   | Standard Deviation (STDEV) | T Statistics ((O/STDEV) | P Value | Kesimpulan |
|---|----------------------------|-------------------------|---------|------------|
| 1 Iklim Organisasi $\Rightarrow$ Workplace Deviant Behaviour                | 0,038                      | 5,032                   | 0,002   | Didukung   |
| 2 Workplace Conflict $\Rightarrow$ Workplace Deviant Behavior               | 0,085                      | 2,176                   | 0,032   | Didukung   |
| 3 Perceived Organizational Support $\Rightarrow$ Workplace Deviant Behavior | 0,076                      | 8,182                   | 0,000   | Didukung   |
| 4 Iklim Organisasi $\Rightarrow$ Perceived Organizational Support           | 0,012                      | 80,378                  | 0,000   | Didukung   |
| 5 Workplace Conflict $\Rightarrow$ Perceived Organizational Support         | 0,071                      | 8,083                   | 0,000   | Didukung   |

Sumber: Data primer diolah, 2023

Tabel 2. Uji Mediasi Penelitian

|   | Hipotesis                            | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Value | Kesimpulan |
|---|--------------------------------------|----------------------------|--------------------------|---------|------------|
| 1 | $IO \Rightarrow POS \Rightarrow WDB$ | 0,016                      | 4,998                    | 0,018   | Didukung   |
| 2 | $WC \Rightarrow POS \Rightarrow WDB$ | 0,019                      | 5,650                    | 0,015   | Didukung   |

Sumber: Data primer diolah, 2023

Based on the results of the analysis of hypothesis testing, it shows that:

- 1) The hypothesis that Organizational Climate and Workplace Conflict have an influence on perceived organizational support, and in the second model it can be seen that Organizational Climate, Workplace Conflict, Perceived Organizational Support have an influence on Workplace Deviant Behavior. Organizational Climate (IO) influences Workplace Deviant Behavior (WDB) through Perceived Organizational Support (POS). This can be seen from the Standard Deviation (STDEV) value for this variable which is 0.016 and the calculated T-Statistics value is 4.998 with a P-Value of 0.018. From these results, the P-Value (0.050) is greater than the alpha ( $\alpha$ ) which is usually used (usually  $\alpha = 0.05$ ). Therefore, there is sufficient statistical evidence to support that Organizational Climate (IO) influences Workplace Deviant Behavior (WDB) through Perceived Organizational Support (POS).  
*Workplace Conflict (WC)* influences Workplace Deviant Behavior (WDB) through Perceived Organizational Support (POS). This can be seen from the Standard Deviation (STDEV) value for this variable which is 0.019 and the calculated T-Statistic value is 5.650 with a P-Value of 0.015. P-Value (0.024) is smaller than alpha ( $\alpha$ ) = 0.05, which means there is sufficient statistical evidence to support that Workplace Conflict (WC) influences Workplace Deviant Behavior (WDB) through Perceived Organizational Support (POS) based on data analysis. there is. So it can be concluded that Organizational Climate and Workplace Conflict have a simultaneous influence on Workplace Deviant Behavior through Perceived Organizational Support (Nabilla & Riyanto, 2020).
- 2) Hypothesis: Organizational Climate (IO) influences Workplace Deviant Behavior (WDB). This can be seen as the Standard Deviation (STDEV) for this variable is 0.038. The calculated T-Statistic is 5.032 with a P-Value of 0.002. P-Value (0.002) is smaller than alpha ( $\alpha$ ) = 0.05, indicating that there is very strong statistical evidence supporting the hypothesis that Organizational Climate (IO) influences Workplace Deviant Behavior (WDB) based on existing data analysis.
- 3) Hypothesis: Workplace Conflict (WC) influences Workplace Deviant Behavior (WDB). This can be seen from the Standard Deviation (STDEV) value for this variable which is 0.085. T-Statistic: The calculated T-Statistic is 2.176 with a P-Value of 0.032. The P-Value (0.032) in this hypothesis is smaller than alpha ( $\alpha$ ) = 0.05. This means that there is sufficient statistical evidence to support the hypothesis that Workplace Conflict (WC) influences Workplace Deviant Behavior (WDB) based on existing data analysis.
- 4) Hypothesis: Perceived Organizational Support (POS) influences Workplace Deviant Behavior (WDB). This can be seen from the Standard Deviation (STDEV) value for this variable which is 0.076, the calculated T-Statistic is 8.182 with a P-Value of 0.000. The P-Value (0.000) for this hypothesis is smaller than alpha ( $\alpha$ ) = 0.05, indicating that there is strong statistical evidence supporting the hypothesis that Perceived Organizational Support (POS) influences Workplace Deviant Behavior (WDB) based on existing data analysis.
- 5) Hypothesis: Organizational Climate (IO) influences Perceived Organizational Support (POS). This can be seen from the Standard Deviation (STDEV) for this variable which is 0.012. T-Statistic: The calculated T-Statistic is 80.378 with a P-Value of 0.000. The P-Value (0.000) in this hypothesis is smaller than alpha ( $\alpha$ ) = 0.05. This means that there is sufficient statistical evidence to support the hypothesis that Organizational Climate (IO) influences Perceived Organizational Support (POS) based on existing data analysis.

- 6) Hypothesis: Workplace Conflict (WC) influences Perceived Organizational Support (POS). Results: The Sample Mean (M) value for O is -0.572, and the Sample Mean (M) for the POS variable is -0.586. Standard Deviation (STDEV) for this variable is 0.071. T-Statistic: The calculated T-Statistic is 8.083 with a P-Value of 0.000. The P-Value (0.000) in this hypothesis is smaller than alpha ( $\alpha$ ) = 0.05, which shows that there is very strong statistical evidence supporting the hypothesis that Workplace Conflict (WC) influences Perceived Organizational Support (POS) based on existing data analysis.

## DISCUSSION

### **The influence of organizational climate and workplace conflict on workplace deviant behavior with perceived organizational support as an intervening**

Based on the analysis of respondent distribution, from the questionnaire answers filled in by respondents, it can be seen that the assessment of organizational climate variables, workplace conflict and perceived organizational support together influence workplace deviant behavior. In this research, employees are in a good organizational climate where the structure and goals of the hospital are clear, they receive good direction, guidance and supervision from superiors so that employees have responsibility for their work (Ehrhart et al., 2013). Employees also have high perceived organizational support where employees feel they can fulfill their personal needs because they receive benefits from the hospital and the feeling of getting the same attention given to them by the hospital. This is in line with research conducted by Jeewandara & Kumari, (2021) in whose study organizational climate has a relationship with workplace deviant behavior where there is perceived organizational support as a factor that strengthens this relationship. Low conflict in the work environment also contributes to low workplace deviant behavior among hospital employees. This can be seen from the low level of differences of opinion, mental fatigue at work, tension in personal problems, different visions in work, differences in determining solutions to problems faced by employees (Adekeye & Ajayi, 2020). This is in line with Kundi et al., (2022) who researched that interpersonal conflict in the workplace (workplace conflict) has a positive influence on workplace deviant behavior.

### **The Influence of Organizational Climate on Workplace Deviant Behavior**

Based on the analysis of respondent distribution, from the answers to the questionnaire filled out by respondents, it can be seen that the assessment of organizational climate variables has an influence on workplace deviant behavior. In this research, employees felt a high organizational climate. This is proven by work that is clearly defined and structured so that employees know their duties and responsibilities well. This has an impact on low levels of behavior that wastes hospital resources and low levels of time fraud committed by employees.

Alias et al (2018) in their research showed a significant negative relationship between organizational justice, management trust, work autonomy, organizational situational problems and organizational ethical climate on workplace deviant behavior. Maharani, (2019) conducted research at a company. From the research results, it was found that there was a significant relationship between organizational climate and workplace deviant behavior, although the correlation was still weak. Workplace deviant behavior as mentioned by Bennett & Robinson (2000) is voluntary behavior that significantly violates organizational norms and ultimately threatens the organization, individuals or even both. According to Sultana et al., (2021) work relationships have a negative and significant effect on workplace deviant behavior.

### **The Influence of Workplace Conflict on Workplace Deviant Behavior**

Based on the results of data analysis from research conducted in hospitals, it was found that there was a significant influence between Workplace Conflict and Workplace Deviant Behavior. Low levels of conflict in the workplace such as differences of opinion, mental fatigue at work, personal tension, different visions at work, differences in solutions in resolving problems are followed by low levels of workplace deviant behavior. Kundi et al., (2022) researched that interpersonal conflict in the workplace (workplace conflict) has a positive influence on workplace deviant behavior. Caesens et al., (2019) in their research shows that conflict in the work environment can have an influence on workplace deviant behavior. Differences of opinion, tension in the work environment, and different visions between co-workers result in increasingly high levels of employee deviant behavior. Zahid & Nauman, (2023) explain that work conflict increases the influence on deviant behavior in the workplace

### **The Influence of Perceived Organizational Support on Workplace Deviant Behavior**

Based on the results of data analysis from research conducted in hospitals, it was found that there was a significant relationship between Perceived Organizational Support (perceived organizational support) and Workplace Deviant Behavior (negative behavior in the workplace). This is obtained from the high perception of support felt by employees where they feel fairness in receiving equal treatment between employees, good support from superiors in their work and fairly good rewards given.

In his research, Halfdansen, (2022) explains that perceived organizational support gives employees commitment to change from deviant habits in the work environment, when employees receive good organizational treatment and support, it will give employees a commitment to change in their work environment. Abbasi et al., (2022) examined the effect of organizational support through organizational justice, which is one indicator of perceived organizational support on workplace deviants. Research conducted on employees at five universities in Malaysia shows that organizational support through fair treatment makes employees more likely to strive hard for challenging work. Fair treatment also makes employees have positive expectations regarding the achievement of organizational goals so that it can reduce workplace deviant behavior. Hashish, (2020) explains that organizational support for fair behavior will reduce deviant behavior. To achieve this, a culture of respectful communication, fairness in policies, and appropriate procedures for allocating resources, workloads, and reward systems are a must.

### **The Influence of Organizational Climate on Perceived Organizational Support**

Based on the analysis of respondent distribution, from the answers to the questionnaire filled out by respondents, it can be seen that the assessment of organizational climate variables influences perceived organizational support. In this research, employees felt a high organizational climate. This is proven by work that is clearly defined and structured so that employees know their duties and responsibilities well.

Halfdansen, (2022), obtained results in his research that organizational climate has an influence on perceived organizational support and is able to moderate the relationship between organizational climate and job performance. The same results were shown by Obeng & Quansah (2020) where organizational climate influenced perceived organizational support and supported the relationship between organizational climate and organizational commitment. Schneider et al., (2013) showed that a positive organizational climate, which involves factors such as clear company policies, social support, and congruence of values between the

individual and the organization, can increase employee engagement and perceptions of organizational support (POS). Setiawan, B., & Luthfi, A.

### **The Influence of Workplace Conflict on Perceived Organizational Support**

Based on the analysis of respondent distribution, from the answers to the questionnaire filled out by respondents, it can be seen that the assessment of the workplace conflict variable influences perceived organizational support. In this research, employees felt low workplace conflict. This is proven by the low level of conflict in the workplace such as differences of opinion, mental fatigue at work, personal tension, different visions at work, differences in solutions in resolving problems. Gavrias et al., (2021) shows that work conflict has a significant negative relationship with POS, which means that the higher the level of work conflict experienced by employees, the lower the level of POS they feel. In addition, it was also found that POS has a mediating role in the relationship between work conflict and various employee outcomes, including job satisfaction, organizational commitment, and intention to change jobs. Caesens et al. (2019) analyzed by looking at the relationship between perceived organizational support and conflict in the workplace which was mediated by failure-related trust. Perceived organizational support has a positive effect on failure related trust. Both perceived organizational support and failure-related trust have a negative effect on conflict in the workplace (Sharma, 2019).

### **CONCLUSION**

Based on the results of data analysis, it was found that organizational climate and workplace conflict had a significant influence on workplace deviant behavior with perceived organizational support as an intervening variable for type D hospital employees in Konawe Islands. These results show that the higher the organizational climate, the lower the workplace conflict, the higher the perceived organizational support, which will reduce workplace deviant behavior. Based on the results of data analysis, it was found that Organizational Climate has a significant influence on Workplace Deviant Behavior. These results indicate that the characteristics and quality of the work environment (Organizational Climate) can influence the possibility of negative behavior in the workplace (Workplace Deviant Behavior). The results of data analysis show that there is a significant influence between Workplace Conflict and Workplace Deviant Behavior. This indicates that the level of conflict in the workplace can influence the possibility of negative behavior occurring in the work environment (Anjani, 2019b). Based on the results of data analysis, it was found that Organizational Climate has a significant influence on Perceived Organizational Support. This means that the characteristics and quality of the work environment (Organizational Climate) can influence employees' perceptions of the support they feel from the organization (Perceived Organizational Support). The results of data analysis show that there is a significant influence between Workplace Conflict and Perceived Organizational Support. This suggests that the level of conflict in the workplace can influence employees' perceptions of the support they receive from the organization. Based on the results of data analysis, it was found that Perceived Organizational Support has a significant influence on Workplace Deviant Behavior. This means that employees' perceptions of the support they receive from the organization (Perceived Organizational Support) can influence the possibility of negative behavior at work (Workplace Deviant Behavior).

## REFERENCES

- Abbasi, A., Ismail, W. K. W., Baradari, F., Zureigat, Q., & Abdullah, F. Z. (2022). Can Organisational Justice And Organisational Citizenship Behaviour Reduce Workplace Deviance? *Intangible Capital*, 18(1), 78–95.
- Adekeye, D. S., & Ajayi, O. A. (2020). Work Environment And Workplace Deviant Behaviour In Nigerian Public Hospitals. *Revista Universitară De Sociologie*, 16(1).
- Al Ghazo, R. H., Suifan, T. S., & Alnuaimi, M. (2019). Emotional Intelligence And Counterproductive Work Behavior: The Mediating Role Of Organizational Climate. *Journal Of Human Behavior In The Social Environment*, 29(3), 333–345.
- Alias, M., Wai, C. K., Ahmad, Z., & Azim, A. M. (2018). Workplace Deviant Behavior Among Malaysia Hotel Employees. Does Organizational Factors Matter. *International Journal Of Engineering & Technology*, 7(4.38), 960–964.
- Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact Of Perceived Organizational Support On Ocb In The Time Of Covid-19 Pandemic In Hungary: Employee Engagement And Affective Commitment As Mediators. *Sustainability*, 13(14), 7800.
- Anjani, E. F. (2019a). Deviant Workplace Behavior Causative Factors (The Effect Of Interpersonal Justice And Non-Physical Work Environment On Workplace Deviance With Job Satisfaction As A Mediation Variable In Universitas Negeri Padang Employees). *Third Padang International Conference On Economics Education, Economics, Business And Management, Accounting And Entrepreneurship (Piceeba 2019)*, 81–88.
- Anjani, E. F. (2019b). The Effect Of Interpersonal Justice And Non-Physical Work Environment On Workplace Deviance With Job Satisfaction As A Mediation Variable In Universitas Negeri Padang Employees. *The 3rd Padang International Conference On Education, Economics, Business And Accounting (The 3rd Piceeba 2019)*.
- Bennett, R. J., Marasi, S., & Locklear, L. (2018). Workplace Deviance. In *Oxford Research Encyclopedia Of Business And Management*.
- Caesens, G., Stinglhamber, F., Demoulin, S., De Wilde, M., & Mierop, A. (2019). Perceived Organizational Support And Workplace Conflict: The Mediating Role Of Failure-Related Trust. *Frontiers In Psychology*, 9, 2704.
- Chen, L. L., Fah, B. C. Y., & Jin, T. C. (2016). Perceived Organizational Support And Workplace Deviance In The Voluntary Sector. *Procedia Economics And Finance*, 35, 468–475.
- Dar, N., & Rahman, W. (2019). Deviant Behaviors And Procedural Justice: Mediating Role Of Perceived Organizational Support. *Pakistan Journal Of Commerce And Social Sciences (Pjcss)*, 13(1), 104–122.
- Dirican, A. H., & Erdil, O. (2020). Linking Abusive Supervision To Job Embeddedness: The Mediating Role Of Perceived Organizational Support. *Current Psychology*, 1–16.
- Ehrhart, M. G., Schneider, B., & Macey, W. H. (2013). *Organizational Climate And Culture: An Introduction To Theory, Research, And Practice*. Routledge.
- Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2023). *Advanced Issues In Partial Least Squares Structural Equation Modeling*. Sage Publications.
- Halfdansen, C. (2022). The Relationship Between Organizational Climate, Perceived Organizational Support, Organizational Commitment And Readiness For Change.
- Hashish, E. A. A. (2020). Nurses' Perception Of Organizational Justice And Its Relationship To Their Workplace Deviance. *Nursing Ethics*, 27(1), 273–288.
- Jeewandara, S. K., & Kumari, T. (2021). A Theoretical Review Of Deviant Workplace Behavior. *International Journal Of Scientific & Technology Research*, 10(04), 91–113.
- Kalemci, R. A., Kalemci-Tuzun, I., & Ozkan-Canbolat, E. (2019). Employee Deviant Behavior: Role Of Culture And Organizational Relevant Support. *European Journal Of Management And Business Economics*, 28(2), 126–141.
- Kundi, Y. M., Badar, K., Sarfraz, M., & Ashraf, N. (2022). Interpersonal Conflict As A Barrier To Task Performance: The Mediating Role Of Workplace Deviance And The Moderating Role Of



- Emotional Intelligence. *International Journal Of Conflict Management*, 34(1), 104–124.
- Loi, T. I., Kuhn, K. M., Sahaym, A., Butterfield, K. D., & Tripp, T. M. (2020). From Helping Hands To Harmful Acts: When And How Employee Volunteering Promotes Workplace Deviance. *Journal Of Applied Psychology*, 105(9), 944.
- Maharani, A. (2019). Employee Perspective On Deviant Workplace Behavior And Organizational Climates. *Icblp 2019: Proceedings Of The 1st International Conference On Business, Law And Pedagogy, Icblp 2019, 13-15 February 2019, Sidoarjo, Indonesia*, 117.
- Nabilla, A., & Riyanto, S. (2020). The Effect Of Job Satisfaction, Perceived Organizational Support, And Organizational Climate With Organizational Citizenship Behavior In Pt Xyz's Employee. *Saudi Journal Of Humanities And Social Sciences*, 5(8), 438–441.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (17th Editi). England: Pearson Education Limited.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational Climate And Culture. *Annual Review Of Psychology*, 64, 361–388.
- Sharma, N. (2019). *Analyzing Workplace Deviance In Modern Organizations*. Igi Global.
- Shbail, M., & Shbail, A. (2020). Organizational Climate, Organizational Citizenship Behaviour And Turnover Intention: Evidence From Jordan. *Management Science Letters*, 10(16), 3749–3756.
- Sultana, S., Subat, A., & Bhuiyan, M. N. (2021). The Relationship Between Job Stress And Workplace Deviant Behaviors: A Study On Bank Employees In Bangladesh. *Bangladesh Journal Of Multidisciplinary Scientific Research*, 4(1), 14–24.
- Zahid, A., & Nauman, S. (2023). Does Workplace Incivility Spur Deviant Behaviors: Roles Of Interpersonal Conflict And Organizational Climate. *Personnel Review*.

**Copyright holders:**

**Ulam Fridslan, Rina Anindita, Intan Silviana Mustikawati (2023)**

**First publication right:**

**Devotion - Journal of Research and Community Service**



This article is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/)