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## The Influence Of Organizational Culture, Leadership, and Organizational Commitment On Workplace Deviant Behavior Through Job Satisfaction In Government Employees Of The Riau Islands Province

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**Abstract :** *This study aims to determine the direct and indirect effect of organizational culture, leadership, organizational commitment on workplace deviant behavior through job satisfaction in government employees of the Riau Island Province. This type of research uses quantitative research methods with primary and secondary data sources. The population in this study was 109 Civil Servants (PNS) who worked at the Bintan Regency Regional Secretariat office. In this study, data collection was carried out using the census method in which the entire population was taken as a sample. By using the census method, this study aims to obtain accurate and representative data from the entire existing population. This step will make it easier for researchers to analyze and describe the characteristics and events that occur in the population. This research uses Smart-Pls as a data processing tool. The results of this study, Organizational Culture variable (X1) on Job Satisfaction (Z), Leadership variable (X2) on Job Satisfaction (Z), Organizational Commitment variable (X3) on Job Satisfaction (Z), Organizational Culture variable (X1) on Workplace Deviant Behavior (Y1), Leadership variable (X2) on Workplace Deviant Behavior (Y1), Organizational Commitment variable (X3) on Workplace Deviant Behavior (Y1), Job Satisfaction (Z) on Workplace Deviant Behavior (Y1), Job Satisfaction variable (Z) mediates the effect of Organizational Culture (X1) on Workplace Deviant Behavior (Y1), Job Satisfaction variable (Z) mediates the effect of Leadership (X2) on Workplace Deviant Behavior (Y1), Job Satisfaction variable (Z) mediates the effect of Organizational Commitment (X3) on Workplace Deviant Behavior (Y1)*

**Keywords:** *Organizational Culture, Leadership, Organizational Commitment, Job Satisfaction, Workplace Deviant Behaviour*

### 1. INTRODUCTION

Regional Apparatus Organizations (OPD) have an important task in public services to the community. With the increasing demands of the community for service quality, the government's function as a public servant is to meet the needs of service recipients as well as the implementation of the provisions of laws and regulations. The nature of public service, as a public servant, employees at regional offices and regional bodies are required to implement ethical values and create an ethical work climate in carrying out government duties. Talking about the ethical climate, Article 8, 9 and 10 of Government Regulation number 42 of 2004 states that the Code of Ethics for Civil Servants is a guideline for the attitudes, behavior, and actions of Civil Servants in carrying out their duties and daily life. In addition, civil servants must carry out their duties and authorities in accordance with applicable regulations to maintain confidential information; implement every policy set by the government for the benefit of the leadership in realizing good governance.

From the central government environment to the local government environment, there are often acts of Penipuan such as acts of corruption and collusion such as manipulating financial statements to gain benefits that will result in losses to other parties (Furqani, 2015).

Based on the Report to the Nations release, Indonesia is ranked 4th as a country with the

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*Received: Juli 19, 2024; Revised: Agustus 15, 2024; Accepted: September 05, 2024;*

*Online Available: September 09, 2024;*

number of frauds in 2022, recorded as many as 23 cases. The biggest frauds in Indonesia are corruption (64 percent), misuse of state & company assets (28.9 percent), and financial statement fraud (6.7 percent). During 2023 Riau Islands Province entered the top 9 provinces with the highest number of corruption cases in Indonesia. A total of 18 corruption cases and a loss of 126 billion Rupiah. Fraud or fraud cases can occur in various sectors and environments, including the public and private sectors. Factors that can affect the high number of fraud cases in a region include low awareness of fraud risks, lack of supervision, lack of transparency, a culture of tolerance for unethical behavior, and lack of resources and capacity for prevention and enforcement.

Fraud and gratification and even corruption can be categorized as a form of deviant behavior. Deviant behavior is a term used to describe behavior that violates social, legal, or ethical norms that apply in a society or group. Workplace Deviant Behavior is a common problem in organizations that is often carried out by employees (Ahmad & Omar, 2014). The Riau Islands Provincial Government with the Riau Islands Provincial Regional Apparatus Organization (OPD), serves as a technical implementing element of the Riau Islands Provincial Government through the development and implementation of an appropriate, clear and measurable accountability system in order to always build accountability so as to create governance and health development that takes place wisely, transparently, accountably, effectively and efficiently in accordance with the principles of good governance that is clean and free of corruption, collusion and nepotism. Riau Islands Provincial Government, consisting of 43 OPDs consisting of ASN and Non ASN.

Based on the background of the problem above, the following problem identification can be drawn:

- a. During 2018 Riau Islands Province entered the top 9 provinces with the highest number of corruption cases in Indonesia. A total of 18 corruption cases and a loss of 126 billion Rupiah. Fraud develops very quickly and widely and seems to have become a culture, where fraud occurs repeatedly. Fraud or fraud cases can occur in various sectors and environments, including the public and private sectors.
- b. Lack of integrity, If the organizational culture does not encourage and promote integrity, employees may find it easier to commit fraudulent acts. If honesty and integrity are not prioritized and valued, employees may feel that cheating is more acceptable behavior.
- c. Unclear or inconsistent leadership in setting norms and expectations can cause confusion among subordinates. This can make some individuals inclined to cut corners or take actions that are not in line with organizational or societal values.

- d. The phenomenon that often arises today is the lack of achievement of the effectiveness of the agency due to high absenteeism and also the proximity to the leader influences the decision to give punishment / punishment if the person concerned makes a problem, thus affecting other Workplace Deviant Behavior.
- e. Employees who are dissatisfied with their jobs, perhaps due to lack of recognition, inadequate rewards, or lack of opportunities for advancement, tend to be more prone to deviant behavior. They may seek ways to express their dissatisfaction.
- f. Lack of enforcement of rules and sanctions: If rules and sanctions for violations are not consistently and fairly enforced, then employees may feel that the risk of engaging in fraud is not high.
- g. A work environment that encourages or enables fraud, or an organizational culture that is less supportive of integrity and business ethics, can affect Organizational Commitment.

## **2. LITERATURE REVIEW**

### **Workplace Deviant Behaviour (Y)**

Workplace deviant behaviour Any intentional behavior by members of an organization that is perceived as contrary to its legitimate interests. Deviant workplace behavior is defined as any intentional behavior that goes against the rules or norms at work and causes harm to both the company and its members (Rahmawati, 2024). In research conducted by Omar et al., (2011) Workplace Deviant Behavior can also be described as a deliberate or intentional desire to cause harm to the organization. Deviant behavior is said to be a reflection of personality that leads to the prediction of negative behavior from different individuals. Behavioral misconduct in the workplace is an act or intention that consciously has the potential to harm the organization, members of the organization or related parties directly or indirectly (Robbins & Judge, 2017). such as stealing, destruction of property, misuse of property, misuse of information, misuse of time and resources, unsafe behavior (not following workplace safety procedures), absenteeism or tardiness, poor quality work (deliberately slow work), use of alcohol in the workplace, inappropriate verbal conduct (harassment), and physical violence.

### **Job Satisfaction (Z)**

According to Sutrisno (2016), explaining that job satisfaction is a feeling of pleasure or pleasure for workers in viewing and carrying out their work. Job satisfaction is an emotional attitude that is pleasant and loves his job. Job satisfaction as a person's thoughts, feelings, and action tendencies that constitute a person's attitude towards work (Wibowo, 2016). Job

satisfaction is a work process that is enjoyed in a job that gets praise, work results, placement, treatment, equipment and a good work motivation atmosphere (Nuraini, 2013). Job satisfaction as a person's positive feelings about his job obtained from an evaluation of the characteristics of satisfaction itself (Robbins & Judge, 2017). Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed on the job, off the job, and a combination of on and off the job (Hasibuan, 2017).

### **Organizational Culture (X<sub>1</sub>)**

According to Robbins (2016), explains that organizational culture is a system of shared meanings adopted by members that distinguishes the organization from other organizations. Organizational culture is often defined as values, symbols that are understood and obeyed together, which are owned by an organization so that members / feel one family and create a condition that members of the organization feel different from the organization. Organizational culture is a set of assumptions or belief systems, values, and norms developed in the organization that are used as guidelines for behavior for members to overcome external and internal adaptation problems (Mangkunegara, 2017). Organizational culture is a framework that guides daily behavior and makes decisions to achieve organizational goals (Rivai & Mulyadi, 2015). Organizational culture is a pattern of organizational beliefs and values that are understood, imbued, and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for rules of behavior in the organization. Culture is a pattern of basic assumptions created, discovered or developed by a particular group as learning to cope with external adaptation and internal integration that is formalized and well-implemented and therefore taught/inherited to new members as an appropriate way of understanding, thinking, and feeling related to these problems (Schein, 2016).

### **2.4. Leadership (X<sub>2</sub>)**

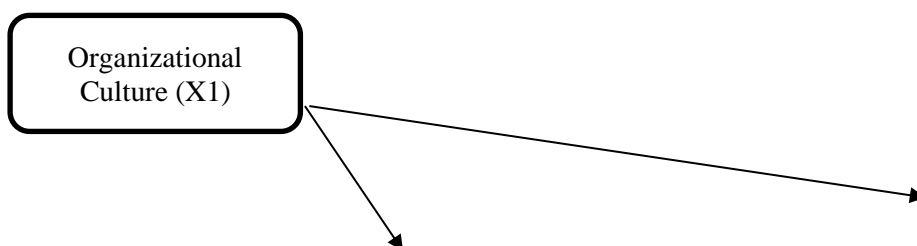
Leadership is a complex process by which a person influences others to achieve a mission, task, or goal, and directs the organization in a way that makes it more cohesive and makes more sense (Zaverdi et al., 2016). Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Rivai, 2016). Leadership style is a way for leaders to influence their subordinates, so that they want to cooperate and work productively to achieve organizational

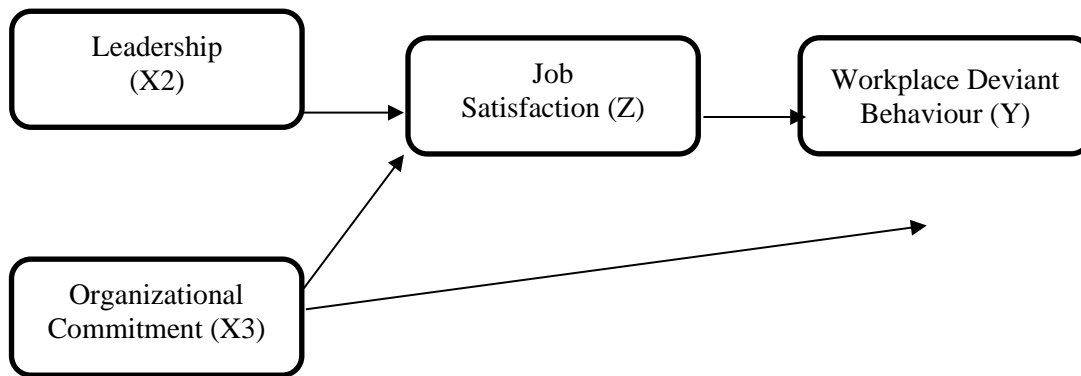
goals (Hasibuan, 2017). Leadership is the activity of influencing people so that they want to work together to achieve a desired goal (Paramitha, 2017). Leadership is the overall activity/activity of others to influence the willingness of others to achieve common goals (Sedarmayanti, 2017). Leadership style is a norm of behavior that a person uses when that person tries to influence consistent behavior shown by the leader and known to others when the leader tries to influence the activities of others. Leaders in an organization, both profit oriented and nonprofit oriented have a dominant position in determining the back and forth of a company. The performance produced by a company is a picture of the ownership of the results given by the leader who manages the company. And leaders have been accustomed to making performance as one of the measures in supporting decision making.

### **2.5. Organizational Commitment (X<sub>3</sub>)**

According to Allen & Meyer (2016), explaining that organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process by which organizational members express their concern for the organization and its continued success and progress. Employee commitment to the organization as an individual's psychological bond to the organization which includes work involvement, loyalty, and feelings of trust in organizational values (O'Reilly, 2014). A form of commitment that arises not only in the nature of passive loyalty, but also involves an active relationship with the work organization that has the aim of giving all efforts for the success of the organization concerned (Steer & Porters, 2013). Organizational commitment is the extent to which an employee identifies with the organization and its goals and wishes to maintain membership in the organization (Robbins & Judge, 2017). An employee who is committed to the company generally feels a good relationship with their company, and they feel they understand the company's goals. Organizational commitment is the degree to which a person recognizes an organization and is attached to its goals (Kreitner & Kinicki, 2014). According to Wibowo (2016), suggests that organizational commitment is the feelings, attitudes, and behavior of individuals identify themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals.

### **2.6. Conceptual framework**





Source: Researcher (2024)

**Figure 2. Conceptual Framework**

### **3. RESEARCH METHOD**

#### **Type of research**

The research method used in this study is a descriptive research strategy with a quantitative approach. Quantitative research is a research approach based on the philosophy of positivism, which aims to investigate a particular population or sample which ultimately leads to the formulation of conclusions.

## Data source

This research uses primary and secondary data sources, as follows:

- a. According to Sugiyono, (2017), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- b. According to Sugiyono, (2017), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly published or unpublished in general.

## Population and Sample

The population in this study were employees of the Riau Islands Provincial Government, consisting of 43 OPDs with a total of 385 Echelon Employees. The technique of determining the number of samples used by the author in this study is based on the Slovin method as a measuring tool for calculating the sample size because the known population is more than 100 respondents. Based on the results of the Slovin calculation above, the number of samples selected consisted of 196 employees randomly from 43 OPDs of Riau Islands Province. This method is used because in this study, the sample size is adjusted to the analysis model used, namely the Structural Equation Model (SEM).

## 4. RESULTS AND DISCUSSION

### Loading Factor

**Table 1. Loading Factor**

Variable	Item	Provision	Loading Factor	Description
Organizational Culture (X <sub>1</sub> )	X1.4	0.70	0,768	Valid
	X1.5	0.70	0,830	Valid
	X1.6	0.70	0,775	Valid
	X1.7	0.70	0,759	Valid
	X1.8	0.70	0,784	Valid
	X1.9	0.70	0,888	Valid
	X1.10	0.70	0,834	Valid
	X1.11	0.70	0,819	Valid
	X1.13	0.70	0,743	Valid
	X1.14	0.70	0,770	Valid
	X1.15	0.70	0,745	Valid
Leadership (X <sub>2</sub> )	X2.5	0.70	0,773	Valid

Variable	Item	Provision	Loading Factor	Description
	X2.6	0.70	0,808	Valid
	X2.7	0.70	0,797	Valid
	X2.8	0.70	0,874	Valid
	X2.9	0.70	0,857	Valid
	X2.10	0.70	0,837	Valid
	X2.11	0.70	0,808	Valid
	X2.13	0.70	0,796	Valid
	X2.14	0.70	0,790	Valid
Organizational Commitment (X <sub>3</sub> )	X3.1	0.70	0,769	Valid
	X3.3	0.70	0,839	Valid
	X3.4	0.70	0,749	Valid
	X3.11	0.70	0,728	Valid
	X3.12	0.70	0,856	Valid
Job Satisfaction (Z)	Z.6	0.70	0,755	Valid
	Z.7	0.70	0,758	Valid
	Z.8	0.70	0,723	Valid
	Z.9	0.70	0,839	Valid
	Z.10	0.70	0,785	Valid
	Z.11	0.70	0,801	Valid
	Z.12	0.70	0,787	Valid
	Z.14	0.70	0,824	Valid
Workplace Deviant Behaviour (Y)	Y.1	0.70	0,911	Valid
	Y.2	0.70	0,994	Valid
	Y.4	0.70	0,950	Valid
	Y.5	0.70	0,773	Valid
	Y.6	0.70	0,880	Valid
	Y.8	0.70	0,964	Valid
	Y.10	0.70	0,901	Valid
	Y.11	0.70	0,973	Valid
	Y.12	0.70	0,971	Valid

Source: Processed by researchers (2024)

The data shows that the indicators are declared feasible or valid for research use and can be used for further analysis.

### Composite Reliability, Cronbah's Alpha and Average Variance Extracted (AVE)

**Table 2. Composite Reliability, Cronbach's Alpha and Average Variance Extracted (AVE)**

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
X1 (Organizational Culture)	0,941	0,942	0,949	0,630
X2 (Leadership)	0,937	0,939	0,947	0,666
X3 (Organizational Commitment)	0,848	0,856	0,892	0,623
Y (Workplace Deviant Behavior)	0,977	0,992	0,980	0,846
Z (Job Satisfaction)	0,921	0,922	0,935	0,615

Source: Processed by researchers (2024)



Based on the table above, for the value of Cronbach alpha Variable All variables > from 0.7, then declared reliable, it shows that the good enough category of each construct has met the criteria for assessing the reliability of the outer model with a composite reliability value > 0.7, and then it shows that the AVE value of each construct in the final model has reached a value > 0.5. Thus, the proposed structural equation model has met the convergent validity criteria.

### Structural Model Evaluation (Inner Model)

**Tabel 3. R-Square**

	<i>R Square</i>	<i>Adjusted R Square</i>
Workplace Deviant Behavior	0,424	0,244
Job Satisfaction	0,645	0,639

Source: Processed by researchers (2024)

In the table above, the Adjusted R Square value of the effect of Organizational Culture (X1), Leadership (X2) and Organizational Commitment (X3) on Job Satisfaction (Z) is 0.476, meaning that the effect of Organizational Culture (X1), Leadership (X2) and Organizational Commitment (X3) on Job Satisfaction (Z) is 63.9%. The remaining 36.1% is influenced by other variables outside the variables in this study.

Then the Adjusted R Square of the effect of Organizational Culture (X1), Leadership (X2), Organizational Commitment (X3) and Job Satisfaction (Z) on Workplace Deviant Behavior (Y1) is 0.620, meaning that the effect of Organizational Culture (X1), Leadership (X2), Organizational Commitment (X3) and Job Satisfaction (Z) on Workplace Deviant Behavior (Y1) is 24%. The remaining 76% is influenced by other variables outside the variables in this study.

### Direct Effect Test

**Table 4. Direct Effect (Path Coefficients)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 (Organizational Culture) -> Z (Kepuasan Kerja)	0,260	0,246	0,082	3,163	<b>0,002</b>
X2 (Leadership) -> Z (Job Satisfaction)	0,267	0,278	0,092	2,908	<b>0,004</b>
X3 (Organizational Commitment) -> Z (Job Satisfaction)	0,386	0,391	0,067	5,787	<b>0,000</b>
X1 (Organizational Culture) -> Y (Workplace Deviant Behavior)	-0,078	-0,070	0,120	0,651	<b>0,515</b>
X2 (Leadership) -> Y (Workplace Deviant Behavior)	0,018	0,021	0,093	0,190	<b>0,850</b>
X3 (Organizational Commitment) -> Y (Workplace Deviant Behavior)	0,501	0,503	0,093	5,370	<b>0,000</b>
Z (Kepuasan Kerja) -> Y (Workplace Deviant Behavior)	-0,157	-0,157	0,098	1,596	<b>0,111</b>

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. The Organizational Culture variable (X1) on Job Satisfaction (Z) has a p value of  $0.002 < 0.05$  with a t-statistic of  $3.163 > t$ -table value of 1.96, which indicates that Organizational Culture has a significant positive effect on Job Satisfaction (Ha1 Accepted).
2. The Leadership variable (X2) on Job Satisfaction (Z) has a p value of  $0.004 < 0.05$  with a t-statistic of  $2.908 > t$ -table value of 1.96, which indicates that Leadership has a significant positive effect on Job Satisfaction (Ha2 Accepted).
3. The Organizational Commitment variable (X3) on Job Satisfaction (Z) has a p value of  $0.000 < 0.05$  with a t-statistic of  $5.787 > t$ -table value of 1.96, which indicates that Organizational Commitment has a significant positive effect on Job Satisfaction (Ha3 Accepted).
4. The Organizational Culture variable (X1) on Workplace Deviant Behavior (Y1) has a p value of  $0.515 > 0.05$  with a t-statistic of  $0.651 < t$ -table value 1.96, which indicates that Organizational Culture has a negative and insignificant effect on Workplace Deviant Behavior (Ha4 Rejected).
5. The Leadership variable (X2) on Workplace Deviant Behavior (Y1) has a p value of  $0.850 > 0.05$  with a t-statistic of  $0.190 < t$ -table value of 1.96, which indicates that Leadership has a positive and insignificant effect on Workplace Deviant Behavior (Ha5 Rejected).
6. The Organizational Commitment variable (X3) on Workplace Deviant Behavior (Y1) has a p value of  $0.000 < 0.05$  with a t-statistic of  $5.370 > t$ -table value of 1.96, which indicates that Organizational Commitment has a significant positive effect on Workplace Deviant Behavior (Ha6 Accepted).
7. The variable Job Satisfaction (Z) on Workplace Deviant Behavior (Y1) has a p value of  $0.111 > 0.05$  with a t-statistic of  $1.596 < t$ -table value of 1.96, which indicates that Job Satisfaction has a negative and insignificant effect on Workplace Deviant Behavior (Ha7 Rejected).

### Indirect Effect Test

**Table 5. Indirect Effect Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 (Organizational Culture) -> Z (Job Satisfaction) -> Y	-0,041	-0,038	0,028	1,439	<b>0,151</b>

(Workplace Deviant Behavior)					
X2 (Leadership) -> Z (Job Satisfaction) -> Y (Workplace Deviant Behavior)	-0,042	-0,045	0,034	1,250	<b>0,212</b>
X3 (Organizational Commitment) -> Z (Job Satisfaction) -> Y (Workplace Deviant Behavior)	-0,061	-0,061	0,040	1,503	<b>0,133</b>

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. The Job Satisfaction variable (Z) mediates the effect of Organizational Culture (X1) on Workplace Deviant Behavior (Y1) has a p value of  $0.151 > 0.05$  with a t-statistic of  $1.439 < t$ -table value of 1.96, so Job Satisfaction has a negative and insignificant effect in mediating Organizational Culture on Workplace Deviant Behavior (Ha8 Rejected).
2. The Job Satisfaction variable (Z) mediates the effect of Leadership (X2) on Workplace Deviant Behavior (Y1) has a p value of  $0.212 > 0.05$  with a t-statistic of  $1.055 < t$ -table value of 1.96, so Job Satisfaction has a negative and insignificant effect in mediating Leadership on Workplace Deviant Behavior (Ha9 Rejected).
3. The Job Satisfaction variable (Z) mediates the effect of Organizational Commitment (X3) on Workplace Deviant Behavior (Y1) has a p value of  $0.133 > 0.05$  with a t-statistic of  $1.503 < t$ -table value of 1.96, so Job Satisfaction has a negative and insignificant effect in mediating Organizational Commitment to Workplace Deviant Behavior (Ha10 Rejected).

## 5. CONCLUSIONS, SUGGESTIONS AND IMPLICATION

### CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn:

1. The Organizational Culture variable (X1) on Job Satisfaction (Z) has a p value of  $0.002 < 0.05$  with a t-statistic of  $3.163 > t$ -table value of 1.96, which indicates that Organizational Culture has a significant positive effect on Job Satisfaction (Ha1 Accepted).
2. The Leadership variable (X2) on Job Satisfaction (Z) has a p value of  $0.004 < 0.05$  with a t-statistic of  $2.908 > t$ -table value of 1.96, which indicates that Leadership has a significant positive effect on Job Satisfaction (Ha2 Accepted).

3. The Organizational Commitment variable (X3) on Job Satisfaction (Z) has a p value of  $0.000 < 0.05$  with a t-statistic of  $5.787 > t$ -table value of 1.96, which indicates that Organizational Commitment has a significant positive effect on Job Satisfaction (Ha3 Accepted).
4. The Organizational Culture variable (X1) on Workplace Deviant Behavior (Y1) has a p value of  $0.515 > 0.05$  with a t-statistic of  $0.651 < t$ -table value 1.96, which indicates that Organizational Culture has a negative and insignificant effect on Workplace Deviant Behavior (Ha4 Rejected).
5. The Leadership variable (X2) on Workplace Deviant Behavior (Y1) has a p value of  $0.850 > 0.05$  with a t-statistic of  $0.190 < t$ -table value of 1.96, which indicates that Leadership has a positive and insignificant effect on Workplace Deviant Behavior (Ha5 Rejected).
6. The Organizational Commitment variable (X3) on Workplace Deviant Behavior (Y1) has a p value of  $0.000 < 0.05$  with a t-statistic of  $5.370 > t$ -table value of 1.96, which indicates that Organizational Commitment has a significant positive effect on Workplace Deviant Behavior (Ha6 Accepted).
7. The variable Job Satisfaction (Z) on Workplace Deviant Behavior (Y1) has a p value of  $0.111 > 0.05$  with a t-statistic of  $1.596 < t$ -table value of 1.96, which indicates that Job Satisfaction has a negative and insignificant effect on Workplace Deviant Behavior (Ha7 Rejected).
8. The Job Satisfaction variable (Z) mediates the effect of Organizational Culture (X1) on Workplace Deviant Behavior (Y1) has a p value of  $0.151 > 0.05$  with a t-statistic of  $1.439 < t$ -table value of 1.96, so Job Satisfaction has a negative and insignificant effect in mediating Organizational Culture on Workplace Deviant Behavior (Ha8 Rejected).
9. The Job Satisfaction variable (Z) mediates the effect of Leadership (X2) on Workplace Deviant Behavior (Y1) has a p value of  $0.212 > 0.05$  with a t-statistic of  $1.055 < t$ -table value of 1.96, so Job Satisfaction has a negative and insignificant effect in mediating Leadership on Workplace Deviant Behavior (Ha9 Rejected).
10. The Job Satisfaction variable (Z) mediates the effect of Organizational Commitment (X3) on Workplace Deviant Behavior (Y1) has a p value of  $0.133 > 0.05$  with a t-statistic of  $1.503 < t$ -table value of 1.96, so Job Satisfaction has a negative and insignificant effect in mediating Organizational Commitment to Workplace Deviant Behavior (Ha10 Rejected).

## **SUGGESTION**

Based on the conclusions obtained from the above research, the following suggestions are made:

1. To improve Organizational Culture, Identify core values that reflect the organization's vision, mission, and goals. Make sure these values are clear, relevant and easily understood by all team members. Conduct regular surveys to assess the organizational culture and get feedback from employees. Use data from surveys and feedback to identify areas for improvement and to design improvement strategies.
2. To provide effective leadership, provide space for the team to provide feedback and suggestions. Take this feedback seriously and use it for improvement. And invite team members to participate in decision-making processes that affect their work.
3. To increase Organizational Commitment, Increasing organizational commitment involves building strong relationships between employees and the organization, and creating a supportive and motivating environment.
4. To increase Job Satisfaction, Improving job satisfaction is key to creating a productive and motivating work environment. Implement wellness programs that support employees' physical and mental health, such as fitness programs, counseling, or mental health support.
5. To improve Organizational Culture on Workplace Deviant Behavior, Create and enforce clear policies regarding acceptable and unacceptable behavior in the workplace. Conduct regular training on ethics and compliance to increase understanding of expected behaviors.
6. To improve Leadership on Workplace Deviant Behavior, Be an example of the expected behavior. Leaders should demonstrate high integrity and professionalism. Conduct regular training to ensure that employees and leaders are updated on policies and procedures.
7. To increase Organizational Commitment to Workplace Deviant Behavior, involve efforts to strengthen the relationship between employees and the organization, reduce Workplace Deviant Behavior, and increase employee loyalty and motivation. Invite employees to be involved in the decision-making process that affects their work. This provides a sense of ownership and increases commitment.
8. For the balance of Organizational Culture on Workplace Deviant Behavior through employee Job Satisfaction it is important to create supportive conditions where employees feel valued, engaged, and have a positive relationship with the organization.

Enforce a positive organizational culture, Build employee engagement and participation.

9. To increase Leadership on Workplace Deviant Behavior through Employee Job Satisfaction, leaders need to focus their efforts on creating a positive work environment that supports high job satisfaction. Build constructive and open leadership, provide rewards and recognition and deal with problems effectively.
10. To increase Organizational Commitment to Workplace Deviant Behavior through Employee Job Satisfaction, it is important to focus on developing a positive and supportive environment that can increase job satisfaction and strengthen loyalty and commitment to the organization. Involve employees in decisions that affect their work and the work environment to increase ownership and commitment. Use feedback from employees to make continuous improvements in organizational policies and practices.

## **IMPLICATION**

The implications of this research can be stated as follows.

### **1. Theoretical Implications**

Theoretically that the Workplace Deviant Behavior model involves aspects of Organizational Culture, Leadership, Organizational Commitment and Job Satisfaction in the development of the concept of substance studies creating Workplace Deviant Behavior.

### **2. Practice Implications**

This research study will involve Organizational Culture, Leadership Organizational Commitment and Job Satisfaction in the study of increasing Workplace Deviant Behavior. Theoretically this is because these three variables will increase Job Satisfaction and Job Satisfaction has a direct effect on Workplace Deviant Behavior.

### **3. Methodological Implications**

Causal research studies can be developed based on solid theoretical studies. Based on this solid theoretical study, it will be confirmed theoretically with data. The results may be supported by data and or not supported by data. Both of these studies do not just stop when successful research is supported by data and those that are not or have not been supported by data, but this research, must be verified through subsequent research to obtain more credible research results.

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