

Does Organizational Commitment, Ethical Leadership And Ethical Climate Affect On Deviant Behavior In The Workplace?

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Abstract

Nowadays, ethical issues in organizations are an interesting topic to discuss, especially for the problem of deviant behavior. Therefore, this issue is a major concern in the field of organization and business. Deviant behavior will have negative implications for individuals, groups, and organizations which encourages practitioners and academics to pay more attention to ethical management. The paper explores the relationship between ethical leadership, ethical climate, organizational commitment, and deviant behavior. The respondent of this research are employees of PT. Japfa Comfeed Indonesia . The study measures ethical climate using 5 indicators with 26 statement items sourced from Cullen (1993), organizational commitment using 3 indicators with 18 statement items sourced from Meyer, Allen, and Smith (1993), and ethical leadership using 10 indicators with 15 statement items sourced from Yulk (2010). The data collection method used in the research is a questionnaire sent via Google Form. Data analysis using the Partial Least Square (PLS) approach using the help of the SmartPLS program. Overall, the study suggests that promoting ethical leadership and creating a positive ethical climate can enhance organizational commitment and reduce deviant behavior at PT. Japfa Comfeed Indonesia.

Keywords: *ethical climate, ethical leadership, deviant behavior, organizational commitment*

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INTRODUCTION

Nowadays, ethical issues in organizations are an interesting topic to discuss, especially for the problem of deviant behavior. Therefore, this issue is a major concern in the field of organization and business. Deviant behavior will have negative implications for individuals, groups, and organizations which encourages practitioners and academics to pay more attention to ethical management (Brown, Trevino, Harrison, 2005).

Researchers have different terms for deviant behavior such as workplace deviance (Robinson & Bennett, 1995), counterproductive behavior (Mangione & Quinn, 1995), antisocial behavior (Giacalone & Greenberg, 1997), bad behavior (Vardi & Weitz, 2004), and organization behavior (Vardi & Weitz, 2004). Counterproductive work behavior and anti-social behavior are different terms that are also used for deviant work behavior. However, the bottom line is that this behavior constitutes a significant violation of organizational or social norms. Thus, it has negative implications for the organization and its members (Robinson & Bennett, 1995).

In addition to having a negative influence on organizations, deviant behavior as stated by some researchers also seems to have a further impact on customer avoidance (Thomas, Schermerhorn & Dienhar, 2004; Gilbert, 2003; Babin, Boles & Robin, 2000) also explaining that deviant behavior will increase financial risks and costs and reduce the value of the company which in turn will reduce returns to stakeholders. On the other hand, (Henle, 2005) in his research believes that deviant behavior has affected the decline in productivity and performance in an organization. If the deviant behavior in an organization is high, the productivity and performance of its employees tend to be low.

This is in line with the opinion (Robbins & Judge, 2008) which explains that if employees do not like their work environment, then they will respond by taking unproductive actions, such as browsing the internet during working hours, bringing home supplies at work for personal needs, excessive gossiping and so on. In the long term, the negative impact caused by this deviant behavior will affect the competitive strength of the organization. This is because deviant behavior is often recognized as a reaction to frustrating organizational stressors, such as financial, social, and organizational work conditions, (Muafi, 2011) found that increasing tensions in companies caused by economic changes, increasing global competitiveness, and the trend of downsizing and restructuring have led to significant levels of violations.

It also affects individual performance (Muafi, 2011). In addition, there are additional costs that arise due to negative effects on performance and productivity (Dunlop & Lee, 2004) Low quality of work, lost time from work, high legal and health costs as well as negative effects on public perception (Litzky, Eddleston & Kiddes, 2006).

Although previous research has found various factors that influence deviant behavior in the workplace, there are still differences of opinion among previous researchers about the factors that influence deviant behavior in the workplace, in other words, the views of previous researchers are still divided in determining or assigning variables that can affect deviant behavior in the workplace.

Research (Lee & Allen, 2002) shows that factors that influence deviant behavior in the workplace include negative work cognitions, acceptable injustice (Aquino, Lewis & Bradfield, 1999, Elias, 2013), anger, hostility, and revenge (Douglas & Martinko, 2001), ethical leadership (Avey, Palanski & Walumbwa, 2010; Borchet, 2011; Erkutlu & Cafra, 2014) intention to resign (intention to quit), dissatisfaction, and lack of rewards (Muafi, 2011), financial pressure, low job satisfaction, inequality, work environment problems, and workers' perceptions (Nasir & Bashir, 2012), organizational commitment (Hariani & Adri, 2017; Medina & Challen, 2019; Lewaherilla, 2018), leadership (Avey, Palanski & Walumbwa, 2010), job satisfaction (Septa & Nashrillah, 2018).

Although the variables of ethical leadership, ethical climate, job satisfaction, and organizational commitment influence deviant behavior in the workplace, among these variables it was found that sharing organizational commitment is influenced by ethical leadership (Sumarjaya & WG., 2017), job satisfaction (Kristiano & Bernardo, 2020); Ehsan, 2019; Aban, Perez, Ricarte, & Chiu, 2019) and ethical climate (Hairunnisa, Ann, Munir, & Hashim, 2012; Cullen, Parbotech, & Victor, 2004).

Several previous studies that discuss the relationship between ethical leadership and deviant behavior still have different results. Several researchers claim that ethical leadership is able to directly and significantly influence deviant behavior (Avey, Palanski, & Walumbwa, 2010; Borchet, 2011; Erkutlu & Cafra, 2014; Mayer, Aquino, Greenbaum, & Kuenzi, 2012; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009) while (Detert, Trevino, & Burris, 2007); found that there was no significant relationship between ethical leadership and deviant behavior. Finally, previous research related to deviant behavior in the workplace used the government sector as the object of research, but this study used the private sector as the object of research and it's the novelty of the research.

Deviant Behavior

Deviant behavior in the workplace is an employee's intentional work behavior that is contrary to the interests of the organization. According to (Robbins & Judge, Organizational Behavior, 2017) Deviant behavior in the workplace is an act that actively damages the organization including stealing, behaving aggressively towards coworkers, or being late or absent. Meanwhile, according to (Santrock, 2013), Deviant behavior is the result of imperfect socialization because it adopts deviant sub-cultures.

Employee deviant behavior is employee behavior that significantly violates organizational norms and can threaten the organization's existence or welfare or both (Robinson & Bennett, 1995). According to (Robbins & Judge 2018) people who are dissatisfied with their work will become frustrated which causes a decrease in performance and makes them likely to carry out deviant behavior at work. Furthermore, the incompatibility of educational background and incompatibility with the organization and social environment also triggers deviant behavior in the workplace.

Organizational Commitment

Commitment comes from the Latin word "Committer" which means to combine, unite, believe, and do it (Snyder, 1994). Meanwhile, according to (Robbins & Judge, 2018) organizational commitment is the extent to which an employee sided with a particular organization and the goals and desires to maintain membership in the organization. Robbins & Judge (2011) define Organizational Commitment as a state of employees in favor of a particular company and its goals and intention to maintain membership in the company (Bryan, Karlan, & Nelson, 2010). Meanwhile, according to (Luthans, 2009) organizational commitment is a strong desire to remain a member of the organization, a desire to show a high level of effort on behalf of the organization, and a strong belief in accepting the values and goals of the organization. Robbins (2008) states that organizational commitment is the extent to which an employee connects himself with certain people of the organization and its goals, and hopes to maintain membership in the organization.

Ethical Leadership

Robbins & Judge (2018) defined ethical leadership as a leadership concept that states that leaders convey self-centered values that become role models for ethical behavior in organizations. ethical leadership is the principles, beliefs, and values of right and wrong that describe the basis of organizational behavior so as to formulate the basis on which leaders influence employees in achieving organizational goals (al-sharafi & rajani, 2013). buble (2012) further defines ethical leadership as the process of influencing employees through values, principles, and beliefs that are broadly bordered on accepted norms of organizational behavior.

Research in the study of leadership ethics leads to a conclusive definition, according to (Kalshoven, Hartog, & Hoogh, 2011) that ethical leaders promote honesty and engage in actions that reflect values and beliefs. This perspective embodies an ambiguous construct that makes it difficult to define ethical leadership. Ethical leadership is defined as the demonstration of normative behavior through personal action and interpersonal relationships. The study of ethical leadership is built on the foundation of social learning.

Social learning proposes that leaders will influence the ethical behavior of others (Brown, Trevino, Harrison, 2005). Agree with (Northouse, 2013) that leadership is a process in which an individual influences a group of individuals to achieve a common goal. Ethical leadership describes a leader who has true values and strong character (Freeman & Stewart, 2006). The components of ethical leadership include empowering employees, motivating subordinates, and building character for employees (Khuntia & Suar, 2004). Organizational leaders should encourage employees with exemplary leadership. Also, they have the responsibility to define organizational norms and values.

Ethical Climate

According to (Robbins & Judge, Essentials of Organizational Behavior, 2018) ethical climate is a shared concept of right and wrong behavior in an organization or workplace that reflects the true value of the organization and shapes member decisions. Furthermore, it is explained that the ethical climate can be used to measure the culture in an organization including the mindset, expectations, and values of managers and employees in relation to the organization. Furthermore (Martin & B, 2006) defines ethical climate as the prevailing perception in the organization, and procedures that have ethical content. It also refers to the enforcement of ethics, it also refers to the implementation and enforcement of ethical rules and policies to encourage ethical behavior, and sanction of non-ethical behavior.

The ethical climate describes the ethical character of an organization and can guide employee behavior. This ethical climate indirectly has the effect of minimizing employee unethical actions. An ethical climate is a typical organizational procedure in which there is ethical content and perception that prevails in practice (Victor & Cullen, 1993). Furthermore (Victor & Cullen, 1993) explains that ethical climate is also seen as one component of the overall organizational culture or organizational climate. Researchers emphasize the

importance of studying organizational ethical climate because it is very useful in influencing employee attitudes and behavior and organizational achievement.

Hypothesis Development

The Effect Of Ethical Leadership On Deviant Behavior

Social Learning Theory (Bandura, 1977) explains the influence of ethical leadership on subordinates by studying appropriate behavior through a participatory modeling process by observing the behavior of others, in which case the leader acts as a role model who also has the authority to punish or reward. As a leader in an organization behaves ethically or applies an ethical leadership model, employees or subordinates who see this attitude will indirectly observe and follow the leadership's attitude so that employee involvement in deviant behavior in the organization decreases even lower.

This is also supported by several previous studies which significantly examined the relationship between ethical leadership and various forms of deviant behavior in the workplace (Wiratama, Riana, & Rahyuda, 2017; Aryati, 2018; Erkutlu & Cafra, 2014; Mayer, Aquino, Greenbaum, & Kuenzi, 2012 and Avey, Palanski & Walumbwa, 2010). These studies also reveal that increased ethical leadership will reduce employee deviant behavior in the workplace, as leaders behave ethically and normatively in line with ethical behavior, workers will also be happy to engage in work and are less likely to engage in deviant behavior. Based on the above results, the proposed research hypothesis is as follows:

H1 : Ethical leadership has a negative effect on deviant behavior in the workplace

The Effect Of The Ethical Climate On Deviant Behavior

Wimbush and Shepard (1994) stated that ethical climate not only acts as a predictor for unethical behavior but also for deviant behavior in the workplace such as tardiness, absenteeism, and weak performance. This can illustrate that better management of the ethical climate in an organization will reduce deviant behavior that occurs in the organization. It means that a higher ethical climate score will be followed by a decrease in deviant behaviors in the workplace. This is also supported by several previous studies that significantly examined the relationship between ethical climate and deviant behavior in the workplace conducted by (Amida & Friyato, 2020; Haldorai, Kim, Chang, & Li, 2019; Peterson, 2002; Mayer D., Kuenzi, Greenbaum, & Rebecca, 2011 and Elci, Sener, & Alpan, 2013) whose research confirms that ethical climate is a predictor of behavior in the workplace. Based on the above results, the proposed research hypothesis is as follows:

H2 : Ethical climate has a negative effect on deviant behavior in the workplace

The Effect Of Ethical Leadership On Organizational Commitment

Brown, Trevino, and Harrison, (2005) suggest that ethical leaders tend to have a positive effect on a subordinate's commitment to the organization. Leaders who practice ethical behavior such as trust, distribution of power, and awareness of leadership responsibilities will certainly have a significant influence on employee organizational commitment Ghamrawi (2011). This can be interpreted if the higher the ethical leadership score in an organization, the higher the organizational commitment possessed by subordinates in an organization. This is because the ethical leadership applied by the leadership of the organization will help subordinates to deal with existing problems so that subordinates will feel comfortable and happy at work and will survive in the organization.

This is also supported by several previous studies that significantly examined the relationship between ethical leadership and organizational commitment conducted by (Qing, Asif, Hussain, & Jameel, 2019; Cemberci, Civelek, & Gunel, 2016; Brown & Trevino, 2006; and Neubert, Carlson, Kackmar, Robert, & Chonko, 2009) also stated that ethical leadership either directly or indirectly affects employee organizational commitment. Based on the above results, the proposed research hypothesis is as follows:

H3 : Ethical leadership has a positive effect on organizational commitment

The Effect Of Ethical Climate On Organizational Commitment

Sims & Keon (1997) in their research stated that the ethical climate has an influence on organizational commitment, where the higher the application of the ethical climate, the higher the organizational commitment. This is due to the increasing application of the ethical climate in the organization, which includes increased concern for subordinates, application of standards, discipline, code of ethics, organizational interests, and ethical principles, which will be followed by increased employee commitment to the organization. This is also supported by several previous studies that significantly examined the relationship between ethical climate and organizational commitment conducted by (Hairunnisa, Ann, Munir, & Hashim, 2012; Cullen, Parbotech, & Victor, 2004; Sen & Rathore, 2018; and Bernaldez & Gempes, 2016) which states that ethical climate is correlated with many organizational commitments. Based on the above results, the proposed research hypothesis is as follows:

H4 : Ethical climate has a positive effect on organizational commitment

The Effect Of Organizational Commitment On Deviant Behavior

Organizational commitment is a factor that can influence individual involvement in deviant behavior (Appelbaum, Laconi, & Matousek, 2007). Furthermore, it is believed that high organizational commitment can reduce the tendency of deviant behavior. It can be assumed that the higher the commitment of a person in an organization, the lower the tendency for deviant behavior to occur. This is because employees who are more loyal and passionate about their work are less likely to leave their jobs, and as a result, they will prevent themselves from engaging in deviant business practices that are against the laws and regulations. These results can be seen from several previous studies (Hariani & Adri, 2017; Medina & Challen, 2019; Lewaherilla, 2018) which state that organizational commitment has a negative relationship to deviant behavior in the workplace. Based on the above results, the proposed research hypothesis is as follows:

H5 : Organizational commitment has a negative effect on deviant behavior in the workplace.

METHODS

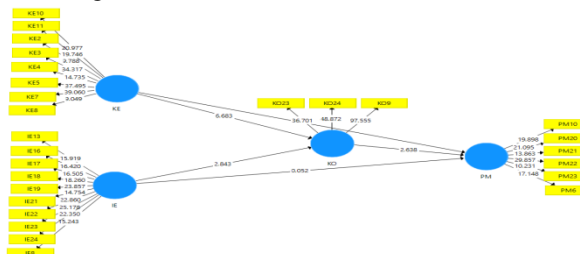
Population, sample, and sampling technique

The population in the study was 178 respondents. A research population is an object that is in an area and fulfills certain conditions that are related to the problem under study (Bungin, 2010). According to Umar (2009), the sample is part of the population consisting of several members selected from the population elements. The sampling method uses probability sampling, which is a sampling method that gives the same possibility for each element in the population to be selected. The sampling technique used is proportionate stratified random sampling and the number of respondents is 98 samples.

Operational Definition and Measurement of Variables

Deviant Behavior In The Workplace

Deviant behavior is employee behavior that significantly violates organizational norms and can threaten the organization's existence or well-being or both (Robinson & Bennett, 1995). Variable deviant behavior in the workplace is measured using 4 indicators with 28 statements sourced from (Bennet & Robinson, 2000)



Organizational Commitment

Organizational Commitment Is The Extent To Which An Employee Connects Himself With Certain People Of The Organization And Its Goals, And Hopes To Maintain Membership In The Organization (Robbins, 2008). The Organizational Commitment Variable Was Measured Using 3 Indicators With 18 Statement Items Sourced From (Meyer, Allen, & C. A, 1993).

Ethical Leadership

Ethical leadership is the principles, beliefs and values of right and wrong that describe the basis of organizational behavior so as to formulate the basis for leaders to influence employees in achieving organizational goals (Al-sharafi & Rajani, 2013).

The ethical leadership variable was measured using 10 indicators with 15 statement items sourced from (Yulk, 2010).

Ethical Climate

Ethical climate is a shared concept of right and wrong behavior in an organization or workplace that reflects the true values of the organization and shapes the ethical decision-making of members. (Robbins & Judge, 2018) The ethical climate variable is measured using 5 indicators with 26 statement items sourced from (Victor & Cullen, 1993). The data collection method used in this research is a questionnaire sent by googleform.

Data Analysis Method

The data analysis method used is Moderating Regression Analysis (MRA) with SEM PLS. The response rate is 97.52% or as many as 98 questionnaires.

RESULTS AND DISCUSSIONS

Structural Model Assessment

The Structural Model Assessment is required to see the relationship of the latent variable with other late variables, the results of the structural model assessment analysis can be seen in the following pictures and tables

Figure 1 Structural Model Assessment Source: SmartPLS 32.0 M3 Data Proses

Hypothesis Test

The value of the path coefficient or inner model indicates the degree of significance in the hypothesis testing. The path, or internal model score indicated by the T-statistic value, must be above 1.96 for two-tailed hypotheses with $\alpha= 0.05$ and above 196 for two -tailed hypotheses with $\alpha = 0.10$ (Hair et al., 2014). Table 4.6 below shows the significance values of all the hypotheses tested in this study.

Table 1
Hypothesis Test Results

Hipotesis	Original Sample	T Statistics	P Value	Simpulan
<i>Ethical Leadership -> Deviant Behavior In The Workplace</i>	-0,541	5,879	0,000	Supported
Ethical Climate -> Deviant Behavior In The Workplace	-0,003	0,052	0,958	Not Supported
<i>Ethical Leadership -> Organizational Commitment</i>	0,558	6,683	0,000	Supported
<i>Ethical Climate -> Organizational Commitment</i>	0,224	2,843	0,005	Supported
<i>Organizational Commitment -> Deviant Behavior In The Workplace</i>	-0,271	2,638	0,009	Supported

RESULT

Results are the main part of scientific articles, containing: final results without data analysis process, hypothesis testing results. Results can be presented with tables or graphs, to clarify the results verbally. Each independent variable tested in the structure model of this study all have a significant influence on its dependent variable. This is demonstrated by T-statistics values that are all greater than 1.96 (two-tailed trials, $\alpha=0.05$). Inter-variable relationship tests show that ethical leadership towards deviant behaviour in the workplace is negative (-0,541) and significant at $\alpha=0.05$ with a statistical value of $5.879 > 1.96$ and a p-value of $0,000 < 0.05$ so that it can be concluded that the first hypothesis is supported.

It is in line with the theory of social learning (Bandura, 1977) explaining the influence of ethical leadership on the subordinate by studying appropriate behavior through the process of role modeling as well as by observing the behaviour of others, where in this case the leader acts as a role model that also on the other side has the authority to punish or reward. It is also supported by some earlier research that significantly tested the relationship between ethical leadership and various forms of deviant workplace behavior by (Wiratama, Riana, & Rahyuda, 2017; Aryati, 2018; Erkutlu & Cafra, 2014; Mayer, Aquino, Greenbaum, & Kuenzi, 2012 dan Avey, Palanski, & Walumbwa, 2010). The studies also revealed that enhanced ethical leadership would reduce employee deviant behaviour in the workplace, where when leaders behave ethically and normatively in line with ethical behavior, workers will also be happy to engage in work and are less likely to commit deviant conduct.

The second hypothesis looked at the ethical climate of deviant behavior in the workplace and obtained a negative result (-0,003) and significant at $\alpha= 0.05$ with a statistical value of $0.052 < 1.96$ and a p-value of $0.958 > 0.05$ so that it could be concluded that the second hypothetical is not supported. This is in line with Wimbush and Shepard's (1994) research that states that the ethical climate acts not only as a predictor for unethical behaviour but also for deviant workplace behavior such as delay, absence, and poor performance. Which means the higher the ethical climate score then will be followed by a decrease in deviant behavior in the workplace.

The third hypothesis looked at the influence of the ethical leadership variable on organizational commitment, obtained a positive (0,558) and significant result at $\alpha= 0.05$ with a statistical value of $6,683 > 1.96$ and a p-value of $0,000 < 0.05$ so that it could be concluded that the third hypothetical is supported. This is supported by previous research that significantly tested the relationship between ethical leadership and organizational commitment by (Qing, Asif, Hussain, & Jameel, 2019; Cemberci, Civelek, & Gunel, 2016; Brown & Trevino, 2006; and Neubert, Carlson, Kackmar, Robert, & Chonko, 2009) also stated that ethic leadership either directly or indirectly affects employee organization commitment.

On the fourth ethical climate hypothesis of the organization's commitment, a positive (0,224) and significant result was obtained at $\alpha= 0.05$ with a statistical value of 2,843 > 1.96 and a p-value of 0,005 < 0.05 so that it could be concluded that the Fourth hypotheses were supported. This is in line with the Sims & Keon (1997) research that states that the ethical climate has an influence on organizational commitments, where the higher the application of the ethic climate, the greater the organization's commitment. This is due to the increasing application of ethical climates in organizations, which includes increased concern for subordinates, application of standards, discipline, code of ethics, organizational importance and ethical principles, will then be followed by increased employee commitment to the organization.

On the fifth hypothesis of the organization's commitment to deviant behaviour at the workplace, a negative (-0,271) and significant result was obtained at $\alpha= 0.05$ with a statistical value of 2,638 > 1.96 and a p-value of 0,009 < 0.05 so that it could be concluded that the fifth hypotheses were supported. Organizational commitment is a factor that can influence individual involvement in deviant behavior (Appelbaum,Laconi,&Matousek,2007).

Furthermore, it is believed that high organizational commitment can reduce the tendency to deviant behavior. Where it can be assumed that the higher the commitment of someone in an organization, the lower the tendency to deviate behavior. This is because employees who are more loyal and enthusiastic in their jobs are less likely to leave their jobs, and as a result, they will prevent themselves from engaging in deviant business practices that are contrary to laws and regulations.

DISCUSSION

Ethical climate, characterized by increased concern for subordinates, application of standards, discipline, code of ethics, organizational importance, and ethical principles, positively influences organizational commitment. Organizational commitment, in turn, has a negative relationship with deviant behavior in the workplace. Higher commitment leads to a lower tendency for deviant behavior to occur. The study supports the hypothesis that ethical leadership has a negative effect on deviant behavior in the workplace. When leaders behave ethically and serve as role models, employees are less likely to engage in deviant behavior. The findings suggest that promoting ethical leadership and creating a positive ethical climate can enhance organizational commitment and reduce deviant behavior at PT. Japfa Comfeed Indonesia

CONCLUSION

Based on the results of the study, it can be concluded that the ethical climate has a positive effect on organizational commitment [1]. This means that when organizations prioritize ethical practices, such as concern for subordinates, application of standards, and a code of ethics, it leads to higher levels of commitment from employees. Additionally, organizational commitment has a negative effect on deviant behavior in the workplace [1]. Employees who are more loyal and passionate about their work are less likely to engage in deviant behavior, as they are less likely to leave their jobs and are more likely to adhere to laws and regulations.

Furthermore, the study found that ethical leadership has a positive effect on organizational commitment [2]. Ethical leaders who model appropriate behavior and reward or punish accordingly influence their subordinates to be more committed to the organization. However, the study did not find a significant relationship between ethical climate and deviant behavior in the workplace [2].

Overall, these findings highlight the importance of ethical practices and leadership in fostering organizational commitment and reducing deviant behavior in the workplace. Organizations should prioritize creating an ethical climate and promoting ethical leadership to enhance employee commitment and discourage deviant behavior.

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