

PERCEIVED EXTERNAL PRESTIGE ON DEVIANT WORKPLACE BEHAVIOR WITH MEDIATION OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Abstract: This study focuses on perceived external prestige in reducing deviant workplace behavior by mediating job satisfaction and organizational commitment. This study aimed to determine and analyze the effect of perceived external prestige on deviant workplace behavior, either directly or indirectly, through the mediation of job satisfaction and organizational commitment. This study used saturated sampling. The sample used in this study is the civil servant of the Regional Government of Kediri Regency, East Java, especially the Regional Apparatus Organizations. Three Regional Apparatus Organizations are the Regional Personnel Agency, the Department of Transportation, and the Region Financial and Asset Management Agency, with a sample of 117 civil servants. The analytical method used is a causal study. Data were analyzed and processed using PLS-SEM statistical programming to evaluate the outer and inner structure of the model. The results reveal that perceived external prestige negatively and significantly affects deviant workplace behavior. The results of the mediation test show that job satisfaction and organizational commitment partially mediate the effect of perceived external prestige on deviant workplace behavior. Subsequent research studies will yield different results in another industry or region. Further research can conduct thorough research on all Regional Apparatus Organizations to obtain comprehensive research results, and systematic sampling techniques can be used to avoid cognitive bias from respondents.



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Counterproductive behavior or known by other terms as deviant workplace behavior is one of the topics that researchers often discuss.

Khattak et al. (2019) said that deviant workplace behavior is carried out consciously and harms the organization directly and indirectly. Zhuang et al. (2020) stated that by minimizing the tendency of deviant workplace behavior by employees, organi-

zations will be able to carry out better operational activities.

Deviant workplace behavior can occur in various sectors of the organization. This behavior is found in non-profit organizations and private to public organizations. Although deviant workplace behavior can occur in employees in various sectors, some researchers have found that deviant workplace behavior is more common in the public sector (Aryati et al., 2018; Nasir and Bashir, 2012; Mahyarni, 2019). Mahyarni (2019) stated that employees in the public sector are more likely to engage in deviant workplace behavior due to the difficulty of giving punishment such as dismissal and the lack of pressure from superiors.

Some researchers say deviant workplace behavior in organizations is based on various factors. Appelbaum et al. (2005) stated that employee deviant workplace behavior arises from being caused by the organizational environment, behavioral models, operational environment, and individual perspectives. Muafi (2011) strengthens the statement that deviant workplace behavior can be caused based on an individual perspective. Pletzer et al. (2019) stated a more general opinion that environmental and personality influences from individuals can cause deviant workplace behavior. However, individual personality is considered to cause more deviant workplace behavior than environmental influences.

Tuna et al. (2016) stated that perceived external prestige influences employee behavior. When the perceived external prestige generated is positive, it will have a high impact on behavior formation and increase the level of dedication of employees so that it will make employees behave following applicable norms and regulations. The perceived external prestige created will encourage high employee job satisfaction and reduce deviant workplace behavior in the organization. Emilisa et al. (2018) also said that perceived external prestige harmed deviant workplace behavior at work. Kang et al. (2011), Guerrero and Jeanblanc (2017), Carmeli (2005), and Carmeli and Freund (2009) showed that perceived external prestige affects behavior in the workplace. When employees believe that outsiders value or evaluate their organization

well, employees tend to take action not to tarnish the good name of the organization (Carmeli and Freund, 2009). Positive perceptions about the organization by people outside, which employees interpret, make the organization a more desirable place to work. It will impact high employee job satisfaction and reduce deviant workplace behavior (Tuna et al., 2016).

Perceived external prestige plays a role in determining job satisfaction and reducing deviant workplace behavior in the organization. Several studies showed that perceived external prestige has a relationship with job satisfaction and deviant workplace behavior in the organization (Tuna et al., 2016; Dalton et al., 2019; Bright, 2020; Bogan and Dedeoglu, 2020; De Stobbeleir et al., 2016; Ulfa and Idris, 2019; Emilisa et al., 2018). Other research showed that perceived external prestige not driven by job satisfaction will potentially cause deviant workplace behavior in organizations (Dalton et al., 2019). Thus, job satisfaction indirectly influences the perceived external prestige of the company's deviant workplace behavior.

Employee job satisfaction is related to employees' positive or negative attitudes about work. Herscovis and Barling (2010) stated that employees who do not like their work will have low effort to complete responsibilities and potentially deviate from organizational norms and activities. The results of previous studies reinforce the effect of job satisfaction in causing deviant workplace behavior. Nasir and Bashir (2012) stated that job satisfaction negatively relates to deviant workplace behavior. It is also confirmed by the research of Tuna et al. (2016), which stated that deviant workplace behavior is negatively affected by job satisfaction.

Besides job satisfaction, deviant workplace behavior is also affected by employee commitment to the organization. Employees who show their commitment to the company will actively participate in it and feel involved in organizational activities. That certainly impacts reducing deviant workplace behavior in organizations (Ugwu and Okafor, 2017; Aryati et al., 2018; Guay et al., 2016; Promsri, 2018). Meyer et al. (2002) stated that organizational commitment demonstrates the affective and emotional

attachment of individual employees to the organization's philosophy, goals, and values. It significantly affects the individual's perception of the organization, positively contributing to organizational performance and retention.

The attitude shown by employees to actively participate and try to be involved in organizational activities positively can be caused by feelings of pleasure and pride in the organization they follow (Carmeli and Freund, 2009). A sense of pride, shown by perceived external prestige, will encourage employees to commit to the organization. Carmeli (2005) and Carmeli and Freund (2009) revealed that perceived external prestige positively affects the affective commitment of employees in the organization. Affective commitment is an inseparable part of organizational commitment (Kim et al., 2020). Meyer et al. (1993) added that organizational commitment is formed from continual, normative, and affective commitment. Thus, perceived external prestige has a relationship with organizational commitment.

The problems and phenomena discussed in this study are based on empirical studies and differences in the results of previous studies on the effect of perceived external prestige on deviant workplace behavior through job satisfaction. Tuna et al. (2016), Bright (2020), Bogan and Dedeoglu (2020), De Stobbeleir et al. (2016), Emilisa et al. (2018) and Ulfa and Idris (2019) stated that job satisfaction partially mediates the effect of perceived external prestige on employee behavior, Dalton et al. (2019) stated that job satisfaction fully mediates the impact of perceived external prestige on employee behavior. In addition, not many studies still discuss the relationship between the influence of perceived external prestige on deviant workplace behavior through organizational commitment. Previous studies only used affective commitment mediating variables (Carmeli, 2005; Carmeli and Freund, 2009; Kang et al., 2011). Because of the things that have been conveyed, this research needs to be done.

This study aims to re-examine the effect of perceived external prestige on deviant behavior at work on civil servants in Kediri Regency and the role of job satisfaction and organizational commit-

ment as mediating variables. Then re-examine the direct effect of perceived external prestige on deviant behavior through job satisfaction. That is an effort to strengthen and support previous research. The study's novelty is the use of organizational commitment as a mediating variable. Carmeli (2005), Carmeli and Freund (2009), and Kang et al. (2011) stated that there is a positive relationship and influence between perceived external prestige on the formation of affective commitment. Promsri (2018) and Ugwu and Okafor (2017) stated that deviant behavior is influenced by affective commitment in the organization. Organizational affective commitment is an indicator of organizational commitment (Meyer et al., 1993), so the influence of perceived external prestige on deviant behavior through organizational commitment can be explored further.

HYPOTHESIS DEVELOPMENT

Many studies have examined the relationship between perceived external prestige and various forms of unethical behavior, including deviant workplace behavior, and revealed that positive perceived external prestige would be able to reduce employee deviant workplace behavior (Tuna et al. 2016; Bright, 2020; Bogan and Dedeoglu, 2020; De Stobbeleir et al., 2016; Emilisa et al. 2018; Ulfa and Idris, 2019).

H1: Perceived external prestige has a significant negative effect on deviant workplace behavior.

Carmeli and Freund (2009) showed that perceived external prestige has a significant positive relationship with job satisfaction. Tuna et al. (2016); Bright (2020), Bogan and Dedeoglu (2020), De Stobbeleir et al. (2016), Emilisa et al. (2018), and Ulfa and Idris (2019) showed that there was a significant positive effect between perceived external prestige and job satisfaction. Based on previous research studies, the hypothesis is obtained.

H2: Perceived external prestige has a significant positive effect on job satisfaction.

Mahyarni (2019) found that there was a significant negative relationship between job satisfac-

tion and deviant workplace behavior. Abbasi et al. (2020) stated that a significant negative relationship between job satisfaction and deviant workplace behavior. Tuna et al. (2016), Bright (2020), Bogan and Dedeoglu (2020), De Stobbeleir et al. (2016), and Emilisa et al. (2018) stated that job satisfaction is significantly negatively related to deviant workplace behavior.

H3: Job satisfaction has a significant negative effect on deviant workplace behavior.

Carmeli and Freund (2009) stated that perceived external prestige has a significant positive effect on affective commitment. Kang et al. (2011) and Carmeli (2005) showed that perceived external prestige positively relates to organizational commitment, especially affective commitment.

H4: Perceived external prestige has a significant positive effect on organizational commitment

Ugwu and Okafor (2017) and Aryati et al. (2018) found that organizational commitment has a significant negative effect on deviant workplace behavior. Promsri (2018) stated that organizational commitment with affective commitment dimensions had a negative impact on deviant workplace behavior.

H5: Organizational Commitment has a significant negative effect on deviant workplace behavior.

Job satisfaction mediates the relationship between perceived external prestige and deviant workplace behavior. Bright (2020), Dalton et al. (2019), Bogan and Dedeoglu (2020); De Stobbeleir et al. (2016), Emilisa et al. (2018), Ulfa and Idris (2019) found that there was a negative effect of perceived external prestige on deviant workplace behavior mediated by job satisfaction.

H6: Job satisfaction mediates the effect of perceived external prestige on deviant workplace behavior.

Carmeli and Freund (2009) and Kang et al. (2011) stated that perceived external prestige has a negative effect on turnover intention, which is mediated by affective organizational commitment. Carmeli (2005) stated that affective organizational commitment mediates the relationship between perceived external prestige and citizenship behaviors (altruistic and compliance).

H7: Organizational commitment mediates the effect of perceived external prestige on deviant workplace behavior.

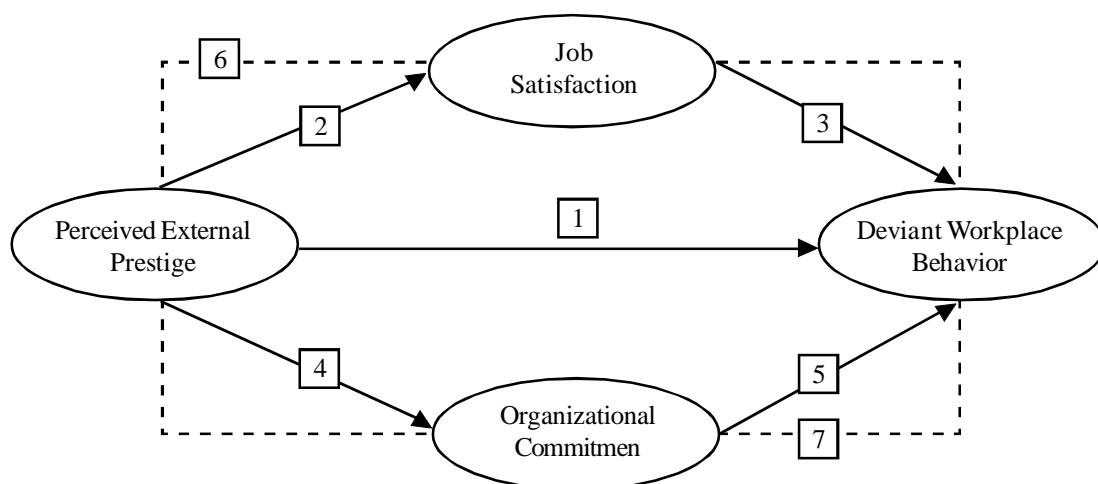


Figure 1. Research Concept Framework

METHOD

The type of research used in this study is a causal study. The population in this study are civil servants in the Regional Government Office of Kediri Regency, East Java, especially those in three Regional Apparatus Organizations, namely the Regional Personnel Agency (BKD), Transportation Service (Dishub), Regional Financial and Asset Management Agency (BPKAD) as many as 117 civil servants. The research instrument used was an online questionnaire using a google form which was distributed to the civil servant of the Kediri Regency Government on July 14, 2021, until July 31, 2021, with a total of 6 items of Perceived External Prestige variable, 11 items of Job Satisfaction, 6 items of Organizational Commitment and Deviant workplace behavior. as many as 8 items. Then the data obtained is calculated using PLS (Partial Least Square) analysis.

RESULTS

Outer Model

The Outer Model is used, which consists of convergent validity, discriminant validity, composite

validity, and Cronbach alpha to measure the validity and reliability of the model.

Convergent Validity

Figure 2 shows that all variables in the study have an outer loading value > 0.7 and t count > 1.96, so the indicator variables in this study can be said to have met the requirements of convergent validity or been valid.

Discriminant Validity

Table 1 is a table based on the Fornell-Larcker Criterion calculation. Table 1 shows that all indicators in each variable in this study have met discriminant validity because the correlation value between variables is still below the square root value of the AVE.

Composite Reliability dan Cronbach Alpha

Table 2 shows that all variables have met the reliability requirements because the composite reliability value and the Cronbach alpha value for all variables have a value > 0.7.

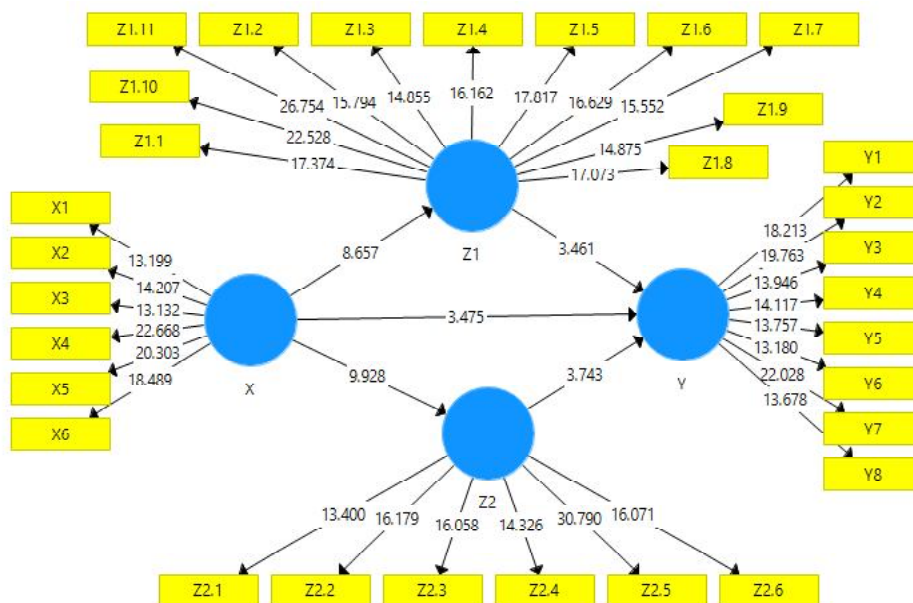


Figure 2. Structural Model (Outer Model)

Table 1. Discriminant Validity Test

	AVE	X	Y	Z1	Z2
X	0.582	0.763			
Y	0.554	-0.661	0.744		
Z1	0.565	0.643	-0.716	0.752	
Z2	0.592	0.618	-0.721	0.700	0.769

Table 2. Value of Composite Reliability and Cronbach Alpha

Variable	Cronbach's Alpha	Composite Reliability
Perceived external prestige (X)	0.858	0.893
Deviant Workplace Behavior (Y)	0.885	0.908
Job Satisfaction (Z1)	0.923	0.934
Organizational Commitment (Z2)	0.861	0.897

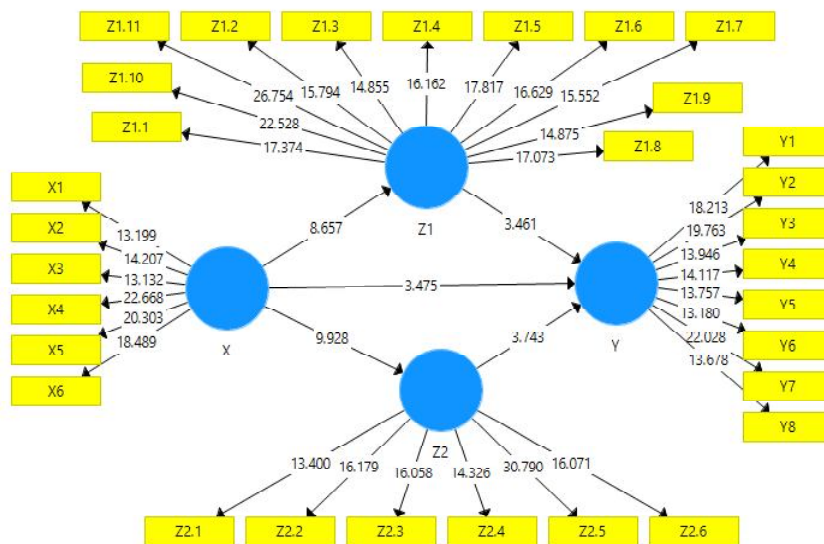


Figure 3. Structural Model (Inner Model)

Inner Model

The structural model (inner model) can be evaluated from several approaches, namely Goodness of Fit (GoF), Predictive Relevance (Q-Square or Q2), and determinant coefficients (R-Square or R2).

Evaluation of Structural Models through R-Square (R2)

The R-Square value shows that the variable of job satisfaction can be explained by the perceived external prestige of 41.4 percent, and organizational commitment can be explained by the perceived ex-

ternal prestige of 38.2 percent. Then 63.9 percent of Deviant Workplace Behavior (Y) variables can be affected by Perceived External Prestige, Job Satisfaction, and Organizational Commitment variables. The remaining 36.1 percent is affected by other variables outside the study.

Table 3. Value of R-Square

Variable	R Square
Job Satisfaction (Z1)	0,414
Organizational Commitment (Z2)	0,382
Deviant Workplace Behavior (Y)	0,639

Evaluation of Structural Models through Q-Square Predictive Relevance (Q2)

The results of the calculation show that the Q2 value is 0.8693, which means that the diversity of the research data that the structural model can explain is 86.93%. Variations in endogenous variables

(deviant workplace behavior) can be predicted by variations in endogenous variables (perceived external prestige, job satisfaction, organizational commitment). At the same time, other factors outside the model explain the remaining 13.07%. Based on these results, the structural model in this study can be said to have good goodness of fit.

Evaluation of Structural Models through Goodness of Fit (GoF)

The AVE calculation results show that the model form is good and can be used in making predictions.

Table 4. The Goodness of Fit Model

Variable	AVE	R Square
X	0.582	
Z1	0.565	0.414
Z2	0.592	0.382
Y	0.554	0.639
Mean	0.573	0.478

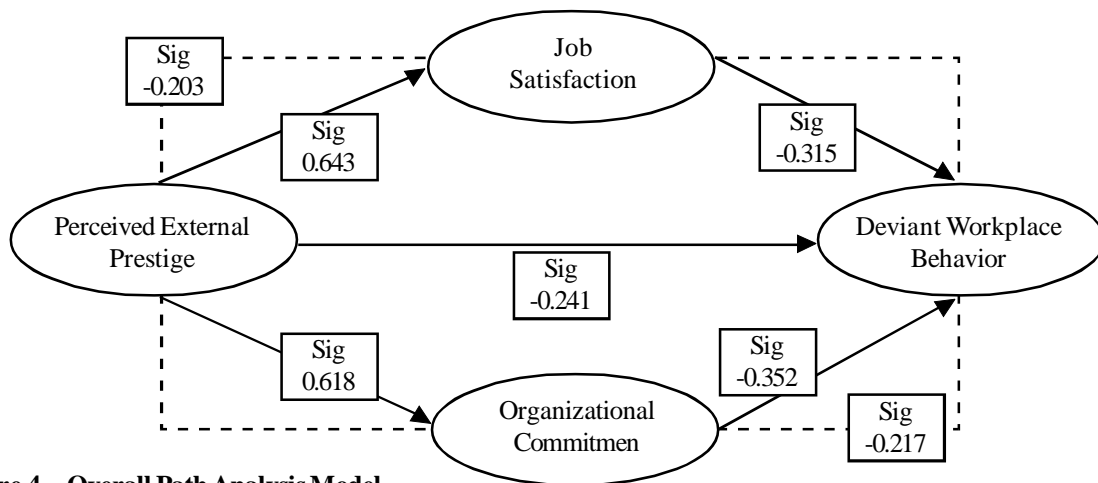


Figure 4. Overall Path Analysis Model

DISCUSSION

The Effect of Perceived External Prestige on Deviant Workplace Behavior

The analysis results show that perceived external prestige has a negative and significant influence on deviant workplace behavior at work. These results indicate that a positive perceived external prestige in civil servants can reduce deviant workplace behavior in the Kediri Regency Government. Employees' positive perceptions of the organization will impact pride, respect, and care for employees. A sense of pride, respect, and care for the organization will affect the behavior and attitudes of employees to comply with the rules and norms that apply to the organization. Dutton and Dukerich (1991) stated that when an organization has prestige and a good image, employees will show positive behavior and produce positive performance. It was also conveyed by Mishra et al. (2012), which stated that positive perceived external prestige on employees will also positively impact employee behavior in organizations.

To reduce deviant behavior in the workplace, a civil servant can maintain and increase positive perceived external prestige, such as a sense of pride in the organization that is applied with high dedication to the Regional Government of Kediri Regency. Positive perceptions of external prestige can be built through improving service quality to assess the organization's reputation, create an excellent internal organizational climate, and provide beneficial social impacts for the community and the surrounding environment. It can affect stakeholder assessments of the organization to increase civil servants' positive perceived external prestige.

Descriptive analysis obtained from respondents can explain that employees with a positive perceived external prestige towards the organization tend to have good work behavior. In previous studies, it was also found that perceived external prestige has a negative and significant influence on deviant workplace behavior at work (Tuna et al., 2016; Bright, 2020; Bogan and Dedeoglu, 2020; De Stobbeleir et al., 2016; Emilisa et al., 2018; Ulfa and Idris, 2019). This study has different results from research by Dalton et al. (2019). Dalton et al. (2019) stated that

perceived external prestige does not affect employee behavior. Perceived external prestige needs to be mediated by job satisfaction to bridge the influence of perceived external prestige on employee behavior

The Effect of Perceived External Prestige on Job Satisfaction

The analysis results show that perceived external prestige positively and significantly affects job satisfaction. These results indicate that perceived external prestige can increase civil servants' job satisfaction in the Regional Government of Kediri Regency. The positive perception of employees regarding the organization's status and prestige will impact the positive thoughts held by employees towards the organization where the employee works (Tuna et al., 2016). Employees are more satisfied to be part of an organization that has a good image and gives employees higher self-esteem compared to working in an organization with questionable prestige (Carmeli and Freund, 2009). Thus, prestige can contribute to employee morale and develop self-esteem.

To increase employee job satisfaction, organizations can create a conducive work environment and provide promotion opportunities and compensation for good civil servant performance, as well as quality supervision by giving appreciation and good examples from superiors to employees. Employees who are satisfied with their work will help the organization achieve its goals. A civil servant with high job satisfaction can help the Regional Government of Kediri Regency achieve the goal of creating an advanced Kediri Regency community with a nationalist-religious character and prosperity based on a populist economy supported by a serving bureaucracy.

Employees with a positive perception of an organization with a good image will tend to be satisfied with the work they are doing compared to an organization with a questionable image. Descriptive analysis obtained from respondents can explain that employees with a positive perceived external prestige will impact job satisfaction. In previous studies, it was also found that there was a significant posi-

tive effect between perceived external prestige and job satisfaction (Tuna et al., 2016; Bright, 2020; Bogan and Dedeoglu, 2020; De Stobbeleir et al., 2016; Emilisa et al., 2018; Ulfa and Idris, 2019).

The Effect of Job Satisfaction on Deviant Workplace Behavior

The analysis results show that job satisfaction negatively and significantly affects deviant workplace behavior at work. It shows that when employee job satisfaction increases, it will form better behavior and reduce deviant workplace behavior at work. Employees will be more in control of organizational behavior when each individual's job satisfaction is high.

Mahyarni (2019) explained that employees who are unsatisfied with their work will have a greater tendency to engage in deviant behavior at work compared to employees with high job satisfaction. The more employees are at work, the more they will align the behavior these employees (Tuna et al., 2016). The research concludes that employees dissatisfied with their jobs act in deviant ways. Feelings of dissatisfaction can have an impact on a person's attitude and can lead to unacceptable work behavior (Bright, 2020). In contrast, satisfied employees will focus on pursuing organizational goals and exhibit productive behavior at work.

Descriptive analysis obtained from respondents can explain that employees with high job satisfaction will impact employee behavior at work. In previous studies, it was also found that there was a significant negative effect between job satisfaction and deviant workplace behavior (Mahyarni, 2019; Abbasi et al., 2020; Tuna et al., 2016; Bright, 2020; Bogan and Dedeoglu, 2020; De Stobbeleir et al., 2016; Emilisa et al., 2018).

The Influence of Perceived External Prestige on Organizational Commitment

The analysis results show that perceived external prestige positively and significantly affects organizational commitment. It shows that employees with a positive external prestige perception of the organization will have high organizational commitment. Carmeli (2005) and Carmeli and Freund

(2009) revealed that perceived external prestige positively influences the affective commitment of employees in the organization. Kang et al. (2011) found a positive relationship between perceived external prestige on affective organizational commitment. Perception of external prestige helps improve the commitment process because employees can improve their self-image through perceived external prestige so that positive perceptions of employees will encourage high organizational commitment. Descriptive analysis obtained from respondents can explain that employees with a positive perceived external prestige will impact organizational commitment.

Previous studies also found that perceived external prestige had a significant positive effect on commitment (Carmeli and Freund, 2009).

The Effect of Organizational Commitment on Deviant Workplace Behavior

The analysis results show that organizational commitment negatively and significantly affects deviant workplace behavior at work. It shows that employees with high organizational commitment tend not to engage in deviant workplace behavior at work and will form a strong bond with the organization. Employees who are more loyal and enthusiastic about their work will be less likely to leave their duties. As a result, they will prevent themselves from engaging in deviant business practices against the law (Aryati et al., 2018). In addition, increased organizational commitment negatively affects deviant interpersonal and organizational behavior (Ugwu and Okafor, 2017). Low organizational commitment can be a dysfunctional problem for both organizations and individuals. Organizational commitment can form loyal and passionate employees. Therefore, employees with high organizational commitment tend not to resign and do not like to take actions that show deviant behavior (Aryati et al., 2018; Appelbaum et al., 2007). Organizational commitment negatively correlates between deviant interpersonal behavior and deviant organizational behavior. Descriptive analysis obtained from respondents can explain that employees with high organizational commitment will impact employee behavior at work.

Previous research also found that organizational commitment has a significant negative effect on deviant workplace behavior (Ugwu and Okafor, 2017; Aryati et al., 2018; (Promsri, 2018).

The Role of Job Satisfaction in Mediating the Effect of Perceived External Prestige on Deviant Workplace Behavior

The results showed that job satisfaction mediated the effect of perceived external prestige on deviant workplace behavior at work with negative and significant results. The mediating effect of job satisfaction is partial mediation. Research that has been done previously stated that perceived external prestige by building employee job satisfaction significantly reduced deviant behavior in companies (Dalton et al., 2019). Hershcovis and Barling (2010), stated that employees who dislike their work will have a low effort to complete responsibilities and potentially deviate from organizational norms and activities.

Perceived external prestige will impact employees' ability to reflect attitudes in accordance with applicable norms and rules. The role of job satisfaction in mediating the effect of perceived external prestige on deviant workplace behavior can be identified through the indirect influence it causes. The role of job satisfaction variables in influencing deviant workplace behavior at work is in line with previous studies such as research by Mahyarni (2019), Abbasi et al. (2020), Tuna et al. (2016), Bright (2020), Bogan and Dedeoglu (2020), De Stobbeleir et al. (2016), Emilisa et al. (2018), Carmeli and Freund (2009), and Ulfa and Idris (2019).

The Role of Organizational Commitment in Mediating the Effect of Perceived External Prestige on Deviant Workplace Behavior at Work

The results show that organizational commitment mediates the effect of perceived external prestige on deviant workplace behavior, with negative and significant results. The mediating effect of organizational commitment is partial mediation. Employees with high organizational commitment will reduce the tendency of employees to perform devi-

ant workplace behavior at work. Increased commitment to the organization forms a strong bond and a sense of belonging to the organization.

The research results of Guay et al. (2016) show that high organizational commitment will reduce deviant behavior within the organization. The attitude shown by employees to actively participate and try to be involved in organizational activities positively can be caused by feelings of pleasure and pride in the organization they follow (Carmeli and Freund, 2009). A sense of pride, shown by perceived external prestige, will encourage employees to commit to the organization. Research conducted by Carmeli (2005); Carmeli and Freund (2009) revealed that perceived external prestige positively influences the affective commitment of employees in the organization. Affective commitment is an inseparable part of organizational commitment (Kim et al., 2020). This research has a novelty by using organizational commitment as a mediating variable. Organizational commitment is formed from continual, normative, and affective commitment. All indicators of organizational commitment can affect deviant workplace behavior. The role of organizational commitment in mediating the effect of perceived external prestige on deviant workplace behavior can be known through the indirect influence it causes. The role of job satisfaction variables in influencing deviant workplace behavior at work is in line with previous studies such as those of Ugwu and Okafor (2017), Aryati et al. (2018), Promsri (2018), Carmeli and Freund (2009), and Kang et al. (2011); Carmeli (2005).

CONCLUSIONS

This study examines the effect of perceived external prestige on deviant workplace behavior, both directly and indirectly, through job satisfaction and organizational commitment. The research finding shows that perceived external prestige has an essential effect on deviant workplace behavior. One important finding from the study is perceived external prestige increase job satisfaction and organizational commitment. The mediation test results show that job satisfaction and organizational commitment can mediate the relationship between perceived external prestige and deviant workplace behavior.

The research findings show an important relationship between perceived external prestige, job satisfaction, and organizational commitment for civil servants in Kediri Regency Government. Practically this suggests an organization protects the community. Therefore it is crucial to ensure a workplace free from deviant behavior to ensure civil servants can provide the best service. After finding the causes of employees' workplace deviance, the organization can take effective HRM policies. The organization should make a better place to make civil servants more satisfied and will commit to their organization. Moreover, organizations have to make a positive image of their organization and appreciate the civil servant who had a great job in their work. So, perceived external prestige and job satisfaction can increase and affect workplace behavior.

This study contributes to a deeper understanding of the relationship between perceived external prestige, job satisfaction, organizational commitment, and deviant workplace behavior among civil servants in the Kediri Regency Government. This study generates a final model frame based on the analysis by revealing the conceptual development model that has been tested, emphasizing that there are inconsistencies in the result in the direct influence of perceived external prestige on deviant workplace behavior.

IMPLICATIONS

The results showed that perceived external prestige as a variable could reduce deviant workplace behavior. To create a positive perceived external prestige, the Kediri Regency Government and leaders must build and maintain a good image. This image is related to good service to the public or society, commitment to ethical behavior, and social responsibility.

The government's public service sector must protect the community. Therefore it is vital to ensure a workplace free from deviant behavior to ensure civil servants can provide the best service. The local government of Kediri Regency can use the results of this study as a future improvement regarding deviant behavior in the workplace. The civil

servant in the Kediri Regency Government needs to be evaluated so that the organization gets feedback regarding the perception of civil servants towards the organization. Civil servants' positive perception of the organization can be built by looking at the level of job satisfaction and organizational commitment. The local government of Kediri Regency can take action to help increase job satisfaction and organizational commitment and promote activities related to social responsibility so that it will have an impact on reducing deviant behavior in the workplace.

LIMITATIONS

The research is limited to the public sector in Kediri Regency in Regional Apparatus Organizations, namely the Regional Personnel Agency (BKD), the Transportation Service (Dishub), and the Regional Financial and Asset Management Agency (BPKAD). Research is limited to ethical issues of individual behavior, and the sample is taken at lower management levels, so there is a possibility that respondents are biased and research results will be exaggerated.

RECOMMENDATIONS

Based on this study's findings and conclusions, suggestions are; first, subsequent research studies will produce different results in other industries or regions. Subsequent studies can conduct thorough research on all Regional Apparatus Organizations to obtain comprehensive research results. Second, for future studies, systematic sampling techniques can be used to avoid cognitive bias from respondents. The following study is also recommended to take a sample of the upper management to avoid biased respondents' answers because of fear of vilifying the organization's good name. Third, the Kediri Regency Government needs to build a good image by supporting the anti-corruption movement, counseling about civil servant behavior and ethics in providing services, and improving and maximizing the system for the community. A good image of the organization will affect the positive perceived external prestige of the civil servant.

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