

## The influence of deviant behavior on individual performance (Case of Kupang district court class 1a)

Jefri S. Fina<sup>1</sup>, Ridolof W. Batilmurik<sup>2</sup>, Enos Kabu<sup>3</sup>, Sulche I. Nafi<sup>4</sup>

<sup>1,2,3</sup>Business Administration Department, State Polytechnic of Kupang, Indonesian

<sup>4</sup>Accounting Department, State Polytechnic of Kupang, Indonesian

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### ABSTRACT

This study aims to determine the effect of deviant behavior on individual performance and to determine the effect of deviant behavior on individual performance. This study used a quantitative method with a population of all employees of the Kupang District Court Class 1A. The sampling method uses a non-probability sample method with 40 samples which are all Kupang District Court Class 1A. There are three measuring instruments used in this study, namely a deviant behavior scale of 0.921, an individual performance scale with a reliability of 0.811, and a self-esteem scale with a reliability of 0.840. Based on the test results, it was obtained that the t value of the emotional exhaustion variable was 5.552 with a significant value of  $0.000 < 0.05$ . This shows that there is a positive influence from the deviant behavior variable on the employee's deviant behavior. The value of  $R^2$  is 0.445 or 44.5%. This means that the contribution of deviant behavior and self-esteem variables to the performance of individual employees is 44.5%. Based on the test results, it was obtained that the t value of the interaction of deviant behavior variables with self-esteem was -3.57 with a significant value of  $0.042 < 0.05$ . This shows that the self-esteem variable acts as a moderating variable between deviant behavior variables and individual performance where the moderation formed is complete moderation.

### Corresponding Author:

Jefri S. Fina

Department Business Administration, State Polytechnic of Kupang, Indonesian

Jl. Supul 1 No. 35 Perumnas kupang 85221

Email: [jefrisutantofina@gmail.com](mailto:jefrisutantofina@gmail.com)

## INTRODUCTION

In the current era of globalization, organizations want quality and competent Human Resources (HR). HR management must be fostered as well as possible so that work can be completed optimally and the resulting performance is in accordance with the objectives set by the organization. Employees as HR can contribute to the progress of an organization or vice versa can harm the organization. Individual Performance is the result of the work that has been achieved by employees in carrying out tasks in accordance with the responsibilities given (Adnan, 2022).

Performance is important because it relates to how efforts to manage various activities in achieving the survival goals of an organization. Alfian et al. (2024) said that performance means an increase in efficiency, effectiveness, or higher quality than the completion of a series of tasks assigned to an employee in an organization. Robbins and Judge (2015) added that performance is a work result achieved by employees in their work according to certain criteria that apply to a job. Thus, it can be concluded that performance is the achievement of work results that have been achieved by employees in carrying out their roles according to the objectives in an organization.

In addition to achieving organizational goals, high individual performance is essential for fostering a positive workplace environment, enhancing team dynamics, and promoting organizational growth. When employees perform well, they tend to feel more satisfied with their roles, which positively impacts their engagement and motivation levels. This, in turn, contributes to reduced turnover and higher employee retention, both of which are beneficial for the organization. Effective HR management strategies, including comprehensive training, fair evaluation processes, and supportive work environments, play a critical role in helping employees achieve their highest potential. Organizations that prioritize these strategies are better positioned to maintain a competitive edge in the global market, where quality and efficiency are key to long-term success (Miller & Le Breton-Miller, 2005; Wabang & Batilmurik, 2023).

Moreover, individual performance is influenced by multiple factors, both internal and external to the organization. Factors such as motivation, job satisfaction, and organizational culture directly impact an employee's productivity and willingness to go beyond their regular tasks. According to Herzberg's motivation-hygiene theory, intrinsic motivators like recognition, responsibility, and personal growth are instrumental in driving performance (Herzberg, 2015). Additionally, external factors like market competitiveness, industry standards, and organizational resources also play a role in shaping performance outcomes. For organizations, understanding and managing these diverse factors is essential for fostering a high-performance culture that aligns with strategic goals. As such, HR management's ability to effectively balance these internal and external elements is crucial to achieving optimal organizational outcomes.

## LITERATURE REVIEW

Individual performance refers to individual work performance that is regulated based on standards or criteria that have been set by an organization. High individual performance can improve overall organizational performance. Research conducted by Werdhiastutie et al. (2020) states that the achievement of individual performance is related to the achievement of a series of individual tasks. High performance means an increase in efficiency, effectiveness or higher quality of completion of a series of tasks assigned to individuals in the company or organization. Individual performance is the level of achievement or work of a person from goals that must be achieved or tasks that must be carried out within a certain period of time. High individual performance can improve overall organizational performance (Bardach et al., 2020; Himpi & Sinaga, 2024). A person's performance can be said to be good, if the person has high expertise, willingness to work, there are rewards or decent wages and have hope in the future.

*Self-esteem* is a person's assessment of himself, both in the form of negative assessments and positive assessments that eventually produce feelings that bring confidence in living life. According to Mehrabi et al. (2022) *self-esteem* is a belief in self-worth based on overall self-evaluation. With *self-esteem* can increase optimistic values in us and have an impact on positive development in life. *Self-esteem* is a belief in one's own worth based on an overall self-evaluation.

Deviant behavior in the workplace can be caused by various factors, but generally can be divided into 2 groups, namely (1) deviant behavior caused by personal factors, and (2) deviant behavior caused by organizational factors (Chen et al., 2022; Cheung et al., 2021; Goode, 2022; Rizani et al., 2022). After all, the occurrence of deviant behavior in the workplace is the culmination of individual and organizational differences. According to Zappalà et al. (2022), deviant behavior in the workplace will affect an organization if it meets one of four important factors, namely punctuality, work, product or identity. To date there have been many studies linking individual differences as an important factor that may explain deviant behavior in the workplace. Thus, the reason for choosing the dimension of deviant behavior consisting of individual deviant and deviant according to Robinson and Bennett (2024) becomes very important because deviations that occur in bureaucratic employees often involve individual deviations to organizational-level deviations.

## RESEARCH METHOD

In this study, the author used primary and secondary data obtained from Kupang District Court Class 1A. Primary Data through the distribution of questionnaires to employees and secondary data in the form of

employee identities used to determine the population in the study. Based on the explanation above, the framework of thought that the author is trying to build in this study can be seen in the picture as below:

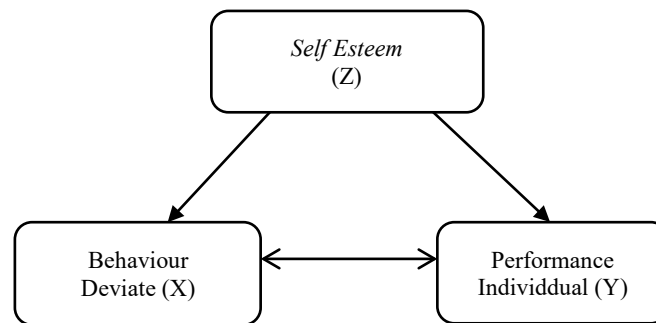


Figure 2.1 Research framework

The t test in multiple linear regression is intended to test whether the parameters (regression coefficients and constants) that are suspected to estimate multiple linear regression equations/models are correct parameters or not. The right point here is that the parameter is able to explain the behavior of the independent variable in influencing the dependent variable. The parameters estimated in linear regression include intercept (constant) and slope (coefficient in linear equations).

In this section, the t-test is focused on the slope parameter (regression coefficient) only. So the t-test in question is a regression coefficient test. The condition used is that if the probability value is smaller than 0.05 then  $H_0$  is rejected or the regression coefficient is significant, and if the probability value is greater than 0.05 then  $H_0$  is accepted or the regression coefficient is not significant

The significance test of individual parameters (t test) is carried out to test variable X (i.e. Deviant Behavior) with variable Y (Individual Performance) with Variable Z (*self esteem*) as moderation This test uses a significance level of 0.05 from 2 sides and compares tcount with ttable. and obtained ttable which is 5.135. For individual parameter testing / t test, tcalculate is taken from the calculation results of multiple regression tests.

Table 4.15. Test Results t

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Type		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.357	2.407		5.135	.000
	DEVIANT BEHAVIOR	.392	.071	.667	5.522	.000

a. Dependent Variable: INDIVIDUAL PERFORMANCE

Based on the test results, the t-value of the emotional fatigue variable was 5.552 with a significant value of  $0.000 < 0.05$ . This shows that there is a positive influence of deviant behavior variables on employee deviant behavior. This means that the higher the deviant behavior of employees, the lower the individual performance of employees. The value of the coefficient of determination is between zero and one. A small  $R^2$  value means that the ability of independent variable variation to explain dependent variable variation is very limited. A value close to one means the variation of the independent variable provides almost all the information needed to predict the variation of the dependent variable. The results of the coefficient of determination test using SPSS can be seen in table below:

The magnitude of the  $R^2$  value is 0.445 or 44.5%. This means that the contribution of the relationship between deviant behavior variables and *self-esteem* to individual employee performance is 44.5%, while the remaining 55.5% is influenced by other factors. Based on the test results, the t-value of calculating the interaction of deviant behavior variables with *self-esteem* was -3.57 with a significant value of  $0.042 < 0.05$ .

This shows that the *self-esteem* variable acts as a moderating variable between deviant behavior variables and individual performance where the moderation formed is complete moderation. This means that self-esteem will weaken the influence of deviant behavior on individual performance at the Kupang District Court Office class 1A. Self esteem in a certain level is deliberately created to improve individual performance and maintain employee behavior, where employees who have high deviant behavior accompanied by self-esteem that is still at a certain level will lead to a decrease in individual performance by these employees. Based on Table 4.17, the form of the moderation regression equation can be written as follows:

$$Y = -0.849 + -0.267X + 1.366Z - 0.005XZ$$

Based on the regression equation, the magnitude of the constant value is -0.849, meaning that if there is no deviant behavior and self-esteem in employees, there will be a decrease in individual performance with a value of 0.849. The value of the regression coefficient of the individual performance variable of 0.267X means that any increase in deviant behavior will also be followed by high individual employee performance of 0.267 assuming that other variables are constant or do not change. The value of the regression coefficient of the *self-esteem* variable of 1,366 means that each increase in *self-esteem* will also be followed by high individual employee performance of 1,366 assuming that other variables are constant or do not change.

The value of the regression coefficient resulting from the interaction between deviant behavior variables and *self-esteem* of 0.005 XZ means that each increase in the interaction of deviant behavior variables and *self-esteem* can decrease individual performance by 0.005. The results prove that deviant behavior has a positive influence on individual employee performance. These results are in accordance with hypothesis one (H1) which states that deviant behavior positively affects individual employee performance. The positive influence means that the higher the deviant behavior, there will be high individual performance in Kupang District Court Class 1 A employees, and vice versa.

The results of the study in accordance with Robinson and Bennett (2024) define deviant behavior as deviant behavior as conscious behavior and deliberately carried out contrary to the norms set by the organization and threatening the conditions of the organization and other members. Another definition put forward by Vardi and Wiener (1996), that deviant behavior in the workplace refers to behavior that causes harm or has the potential to harm well-defined social norms. These behaviors are directed at individuals and organizations.

Deviant behavior has a negative impact on individuals and organizational performance in general (Fagbohunge et al., 2012) and can also trigger members' desire to leave, dissatisfaction, decreased organizational authority, theft etc (Bolin & Heatherly, 2001). Zribi and Souaï (2013) explain that there are 3 essential principles that can be used to characterize deviant behavior. First, deviant behavior has a systematically damaging impact on the organization. Second, that these behaviors must be done consciously and not by chance. That is, individuals who behave consciously deviate against the norms that have been established by the organization. Third, the behavior is carried out directly against the organization (sabotage) or indirectly (verbal, physical and moral violence and sexual harassment).

The results showed that deviant behavior that occurred in Kupang District Court Class 1 A employees was still relatively low. The office must pay attention to the deviant behavior of these employees by paying attention to employees starting from attendance, making decisions, giving appropriate instructions and maintaining correct grammar in the work environment. This action is carried out so that individual performance improves at the Kupang District Court Class 1 A office.

The results proved that the *self-esteem* variable acts as a moderating variable between deviant behavior variables and individual performance where the moderation formed is complete moderation. These results are in accordance with hypothesis two (H2) which states that *self-esteem* weakens the influence of deviant behavior on individual employee performance. Negative influence means that any increase in the interaction of *self-esteem* variables can decrease deviant behavior and improve individual performance of Kupang District Court Class 1A employees.

An unpleasant working atmosphere has an impact on the results of work produced are not optimal and there is no morale. An uncomfortable work atmosphere will lead to deviant behavior, because employees feel less cared for. This is in line with the results in this study which indicate that a less pleasant work atmosphere negatively affects deviant behavior, this hypothesis is supported. This is because whether or not a work environment is comfortable has an influence on the behavior of an employee in completing a job. A comfortable and conducive work environment supported by good teamwork will result in good performance. Conversely,

an uncomfortable and not conducive environment and not supported by a good work team causes an employee to tend to deviant behavior which results in poor performance.

Deviant behavior that occurs in the workplace will have an impact on performance. If this deviant behavior is left alone without any firm action, it will harm the organization because the resulting performance is not optimal. This is in line with the results in this study which indicate that deviant behavior negatively affects performance. This hypothesis is supported because deviant behavior tends to have a negative work orientation so that the perspective of an employee changes, no longer to complete work well but more to bad things such as corruption and truancy during working hours.

*Self esteem* here is more emphasized on its positive impact, where *self-esteem* at a certain level can motivate employees not to behave deviantly. *Self-esteem* is sometimes deliberately created to challenge employees to improve their performance and also keep their behavior under control. Therefore, *self-esteem* at a certain level will affect deviant behavior and employee performance. Employees who experience high deviant behavior accompanied by *self-esteem* that is still at a certain level will lead to a decrease in the individual performance of these employees.

## CONCLUSION

Based on the results of data analysis and research discussion, it can be concluded that emotional fatigue has a positive effect on employee deviant behavior. This is in accordance with hypothesis one (H1) which states that emotional exhaustion positively affects employees' deviant behavior. The work stress variable acts as a moderating variable between the emotional exhaustion variable and the deviant behavior of employees where the moderation formed is complete moderation. This is in accordance with hypothesis two (H2) which states that work stress weakens the influence of emotional fatigue on employee deviant behavior.

Based on the analysis of research that has been done, suggestions can be conveyed, namely the variable of emotional fatigue obtained the highest average value is a statement that I feel powerless in carrying out my work, for that company leaders should not give too heavy a workload to their employees. The variable of work stress obtained on the highest average is the statement that I feel exhausted in doing a certain job that is the same, for that company leaders should provide a variety of jobs to their employees. Giving the same job over and over again will burden and make them tired.

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