

The Role of Work Motivation Mediation on Workplace Deviant Behavior of Class C Private Hospital at Bekasi

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ABSTRACT

Workplace deviant behavior is an important thing that the hospital must pay attention to since it can threaten the organization and employees. Workplace deviant behavior unnoticeable can affect the entire process both in terms of work productivity and organizational profitability. Results of the interviews showed that the organizational climate felt less conducive, and the motivation and reward system was still low. This study aims to analyze the effect of organizational climate and reward system on workplace deviant behavior mediated by simultaneous work motivation. This research is explanatory research with a quantitative approach in the form of hypothetical causalities with a sample of 107 permanent employees, both medical and non-medical. This research uses SEM-PLS method with SmartPLS 3.0 and SPSS version 25 for validity and reliability pretest. This research found that organizational climate has a negative and insignificant effect on workplace deviant behavior, work motivation, and reward system, which have a negative. Meanwhile, a significant effect on workplace deviant behavior and organizational climate, the reward system has a positive and significant impact on work motivation. Organizational climate and reward systems have a negative and significant effect on workplace deviant behavior through work motivation as an intervening variable. The implications of this research theoretically prove that the influence of research variables and managerial will further fix the evaluation system of services in hospitals.

Keywords: Organizational Climate, Reward System, Work Motivation, Workplace Deviant Behavior.

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I. INTRODUCTION

Hospital is a place to carry out health efforts, where every activity to maintain and improve health aims to realize the optimum degree of health for the whole community. Health services are one of the community's most needed forms of services. If the patient feels that the services received are not within expectations, then there is no patient loyalty to the hospital.

Workplace deviant behavior is an important thing that the hospital must pay attention to since it can threaten the organization and employees. In addition, workplace deviant behavior unnoticeable can affect the entire process both in terms of work productivity and organizational profitability.

Recapitulation data from the HRD section and interviews at Type C hospitals in Bekasi on workplace deviant behavior were collected from October 2021 to March 2022. Most violations each month are leaving work faster (average of 31 people per month/19.62%) and arriving late (average of 40 people per month/25.31%). In addition, pre-survey interviews with ten employees, including the HRD department and several units, mentioned that 40% of employees take more than an hour's rest and 80% of them often gossip about colleagues and play on smartphones using Wi-Fi during working hours, so that employees often do not focus when working.

2021 HRD report states that in the last year there were 32 of 158 employees (20.25%) resigned. About 60% of the employees interviewed expressed relatively small salaries compared to the salaries of employees in hospitals of the same type and those below the Regency / City Minimum Wage (UMK) of Bekasi, which is Rp 4,816,921.17. In addition, employees feel no verbal praise for achievements they have been getting for years. No reward will make employees disappointed and decrease their desire to work.

The phenomenon of work motivation is still relatively low. It can be seen from 60% of employees who stated that there is a salary increase every year, but it is still a tiny amount and not significant enough to meet life needs. Even though it has been working for a long time, there is no clear career development, making employees often think about moving to another hospital. Work motivation is essential to pay attention to because it makes employees not interested in improving competencies, taking training, and only entering work for absences.

Mostly 50% of employees interviewed felt less conducive to the organizational climate due to the lack of support and communication in the hospital's internal environment. Some employees feel the working term is unclear and unstructured because sometimes employees are often borrowed to fill vacant parts, even though they do not yet understand their job desk.

A theoretical study found independent variables such as organizational justice, ethical climate, and demographic variables that impact workplace deviant behavior (Jeewè & Kumari, 2021). This study mentions reward systems, work motivation, and organizational climate influencing workplace deviant behavior. Alias *et al.* (2018) research on hotel employees in Malaysia showed a negative and significant relationship between organizational justice, management trust, work autonomy, organizational situational problems, and organizational ethical climate towards workplace deviant behavior.

Shoab and Baruch (2017) mentioned a significant relationship between workplace deviant behavior and a sense of love for incentives moderated by organizational justice and expectations of a reward system. Love for incentives can lead to workplace deviant behavior, such as a lack of effort to channel work and not contribute to organizational goals but increase profits. Malik *et al.* (2019) found a positive and significant relationship between psychological promise violations and workplace deviant behavior. Work motivation has a significant relationship between psychological contract violations and workplace deviant behavior.

Maharani (2020) found a relationship between deviant workplace behavior and organizational climate, even though the correlation was weak. Kumar (2021) found a significant relationship between the organizational climate to the work motivation of employees working in Rashtriya Ispat Nigam, India. Kassahun (2019) provides research findings that there is a positive and significant relationship between the reward system and employee work motivation.

II. THEORETICAL REVIEW

A. Workplace Deviant Behaviour

Kaplan and Tolle (2006) state *deviant behavior* as a failure to adapt to the rules and prohibitions that compose specific socionormative systems taken to be the reference standard for evaluation. These violations refer to behaviors or attributes manifested by certain types of people in certain circumstances that are judged to violate the normative expectations of a group. For example, according to Bennett and Robinson (2000), *workplace deviant behavior* is voluntary behavior that significantly violates organizational norms and ultimately threatens the organization. Meanwhile, according to Clinard and Meier (2011), *deviant behavior* is a form of violation of social norms, so if there is variation, it will cause negative sanctions.

B. Work Motivation

Abraham Maslow (1970) states that motivation is the impulse or power that causes people to do something or try to meet their needs. Robbins and Judge (2013) stated that motivation, in general, is an effort that focuses on organizational goals that reflect behaviors related to a job. Armstrong (2009) states that motivation is related to the strength and direction of behavior and factors influencing people to behave in a certain way.

C. Organizational Climate

Lussier (2017) states that organizational climate is a perception of the relatively long-lasting quality of the internal environment, which is relatively perceived by its members

and then will affect work behavior. Climate is based on a shared perception of the “way” something is done. Schneider and Barbera (2014) define the organizational climate as the perception of organizational employees attached to policies, practices, procedures, and behaviors that will get rewards, support, and expectations. Luthans (2011) states that organizational climate is an overall feeling conveyed by physical rules, how to interact, and how members of the organization behave toward themselves and customers or outsiders.

D. Reward System

Byars and Rue (2011) stated that the reward system includes all types of rewards, both intrinsic and extrinsic, received as a result of work by the organization. Gibson *et al.* (2011) mentioned that a reward system is appreciated and related to the level of an individual's job performance that attracts qualified people to become members of the organization. Retaining employees to always come to work and be loyal to the organization increases motivation to achieve achievements.

Shields *et al.* (2015) define the reward system as an appreciation of everything tangible or intangible that an organization gives to its employees, either intentionally or unintentionally, in return for employee potential or work contributions, where they as individuals provide an excellent positive value or specific needs determined by their individual mentioned that a reward system is appreciated and related to the level of an individual's job performance that attracts qualified people to become members of the organization.

E. Previous Study

Maharani's research (2020) found a relationship between deviant workplace behavior and organizational climate, even though the correlation was weak. Hashish's (2020) research of 400 nurses in hospitals in Egypt proved that organizational justice negatively and significantly affects workplace deviant behavior. Bilal *et al.* (2020) found a significant negative relationship between employee loyalty and workplace deviant behavior in commercial bank employees in Mingora. Chumba *et al.* (2018) found that extrinsic rewards (77.3%) were considered to be a stronger predictor of nurse performance at Kenya National Referral Hospital compared to intrinsic rewards (64.9%). Zainal *et al.* (2021) state that the organizational climate has a positive and significant relationship to employee work motivation.

F. Critical Framework and Research Hypothesis

Based on the theoretical basis described above conceptual research framework can be created that links the variables in the research. Four variables will be examined in this study: *reward system*, *work motivation*, *organizational climate*, and *workplace deviant behavior*.

H1=There is a significant negative effect of organizational climate and reward system on workplace deviant behavior, with work motivation as an intervening variable.

H2=There is a significant adverse effect between organizational climate and workplace deviant behavior.

H3=There is a significant adverse effect between work motivation and workplace deviant behavior.

- H4=There is a significant adverse effect between the reward system and workplace deviant behavior.
- H5=There is a significant favorable influence between employees with an organizational climate and work motivation.
- H6=There is a significant positive effect between reward system.

III. RESEARCH METHOD

This research is explanatory research with a quantitative approach. This study aims to determine the effect of organizational climate (X1) and reward system (X2) on workplace deviant behavior (Y) in Private Hospital type C in Bekasi, with work motivation (Z) as an intervening variable. In this study, there are two independent variables, namely organizational climate (X1) and reward system (X2), one intervening variable, namely work motivation (Z), and one dependent variable, namely workplace deviant behavior (Y).

The study was conducted from July 2022 to August 2022 and included 107 permanent medical and non-medical employees who have worked for more than 2 years at Class C Private Hospital in Bekasi as samples. Completing the questionnaire as a research instrument used a Likert scale: score 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. Data obtained from respondents will be analyzed using SEM-PLS with SmartPLS 3.0 and SPSS version 25 for validity and reliability pretes.

This research has been approved by the research ethics committee of Esa Unggul University Jakarta, with the number 0922-08.035 /DPKE- KEP/FINAL-EA/UEU/VIII/2022. Furthermore, each respondent has agreed to informed consent and anticipated without coercion from anyone.

IV. RESULT

A. Research Instrument

The validity test shows that organizational climate variables, reward system, work motivation, and workplace deviant behavior are all valid because the value of r count > r table. The reliability test also shows that all variables have a Cronbach's alpha value > 0.6, considered reliable.

TABLE I: DATA QUALITY TEST RESULTS

Variable	R count	Cronbach's alpha
Organizational climate (X1)	> 0.361	0.958
Reward System (X2)	> 0.361	0.975
Work motivation (Z)	> 0.361	0.970
Workplace Deviant Behavior	> 0.361	0.992

B. Descriptive Analysis

The resume of the respondent's answer description of the attitude in behaving is indicated in the behavior matrix presented in Table II.

Descriptive analysis using the three-box method shows that the organizational climate, reward system and work motivation are good, while workplace deviant behavior shows that respondents have behavior that adheres to norms in their daily work.

TABLE II: RESPONDENT RESPONSE MATRIX

No	Variable	Respondent Response Matrix			
		Low	Moderate	High	Perilaku
1	Organizational Climate	-	*	-	Conducive
2	Reward System	-	*	-	Achievement
3	Work Motivation	-	*	-	Motivated
4	Workplace Deviant Behavior	*	-	-	Normative

C. Workplace Deviant Behavior Analysis for Medical and Non-medical Categories

Questionnaires related to workplace deviant behavior variables that have been distributed, then the researchers analyzed and found indicators of property deviant, political deviant and personal aggressive of nonmedical respondents who had a tendency to fill in frequently and always, while the production deviant indicator of nonmedical respondents also had a tendency to fill frequently and always.

D. Outer Model Convergent Validity

A Variable can be stated as valid if it has a loading factor value equal to or greater than 0.7 (Hair et al., 2017). This study will remove a loading factor value of < 0.7 from the research model. AVE (Average Variance Extracted) results of the four variables > 0.5.

TABLE III: AVERAGE VARIANCE EXTRACTED (AVE) VALUE

Average Variance Extracted (AVE)	
Organizational Climate (X1)	0.702
Work motivation (Z)	0.604
Reward System (X2)	0.635
WDB (Y)	0.782

In the research model, the remaining organizational climate variables are indicators of responsibility, structure and support. In the reward system variables, the remaining indicators of achievement, are completion, finance, interpersonal rewards, personal growth and promotions. On the work motivation variable, all indicators are still available, namely the need for belonging and love, the need for self-esteem or status, physiological needs, security and safety needs and self-actualization needs. In the variable of deviant behavior in the workplace, all indicators are still available, namely production deviations, property deviations, political deviations and personal aggression.

E. Discriminant Validity

Results of Cross Loading show that the correlation of each item to its variable has a value more than 0.7 than the correlation of items on other variables. Fornell Larcker Criterion for each construct was higher in value than the correlation with other constructs. Results for HTMT value show that each variable is below 0.9. These results show that this research model has good discriminant validity.

F. Reliability

Based on Table IV, Cronbach's Alpha value > 0.7 and Composite Reliability value > 0.7 shows that all variables have reliability by the criteria.

TABLE IV: RELIABILITY VALUE

	Cronbach's Alpha	Composite Reliability
Organizational Climate (X1)	0.939	0.949
Work motivation (Z)	0.927	0.938
Reward System (X2)	0.942	0.950
Workplace Deviant Behavior (Y)	0.980	0.982

G. Inner Model

R² (coefficient of determination) is the most commonly used measure to evaluate structural models as a measure of predicting models. It explains the effect of certain exogenous latent variables on endogenous latent variables (Hair *et al.*, 2017). R² value was 0.19 for the weak category, 0.33 for the medium category, and 0.67 for the strong category (Chin, 1998).

TABLE V: R² VALUE (DETERMINATION COEFFICIENT)

	R Square	R Square Adjusted
Work motivation (Z)	0.338	0.325
Workplace Deviant Behavior (Y)	0.400	0.382

R² adjusted value of work motivation is 0.325 (weak), showing that 32.5% can be explained by organizational climate and reward system while the other 67.5% is due to other factors. R² adjusted workplace deviant behavior value of 0.382 (moderate) shows that 38.2% of workplace deviant behavior variables can be explained by changes in organizational climate variables, reward systems, and work motivation. In comparison, 61.8% of others are caused by other factors.

Q² Stone-Geisser's test results evaluated the magnitude of R² value as a prediction accuracy criterion (Hair *et al.*, 2017). Results in Table VII show the results of Q² Predictive Relevance >0, which shows that the research model has relevant predictions.

TABLE VI: Q² PREDICTIVE RELEVANCE VALUE

	SO	SE	Q ² (= 1- SSE/SSO)
OrganizationalClimate (X1)	856.000	856.000	-
Work motivation(Z)	1070.000	864.867	0.192
Reward System(X2)	1177.000	1177.000	-
Workplace Deviant Behavior (Y)	1605.000	1144.398	0.287

H. Hypothesis Test

Evaluation of the research model by looking at the significance value through the bootstrapping procedure, namely the T-Statistics value and P- Values. Hypothesis is declared accepted if T- Statistics value > 1.96 (t table value) and P-Value < 0.05.

Table VIII shows p values of 0.000 < 0.05 and f count > f table, which is 21.172 > 2.69, so it can be concluded that organizational climate, reward system, and work motivation have a significant simultaneous relationship to workplace deviant behavior.

TABLE VII: HYPOTHESIS TEST VALUE

	Original Sample (O)	T Statistics ((O/STDEV))	P Values
H1	-0.111	2.490	0.013
H2	-0.111	0.884	0.377
H3	-0.340	3.576	0.000
H4	-0.292	2.399	0.017
H5	0.327	0.086	0.000
H6	0.313	3,548	0.000

TABLE VIII: SIMULTANEOUS INFLUENCE TEST VALUE

	Model	Sum of Squared	df	Mean Square	F	Sig.
1	Regression	12263.208	3	4087.736	21,172	0.000b
	Residual	19886.511	103	193.073	-	-
	Total	32149.720	106	-	-	-

V. DISCUSSION

A. The Effect of Organizational Climate and Reward System on Workplace Deviant Behavior with Work Motivation as a Simultaneous Intervening Variable

Indirect effect of organizational climate on workplace deviant behavior through work motivation shows that t value statistics is 2.490 > 1.96 and p-value is 0.013, meaning that effect of organizational climate on workplace deviant behavior through work motivation is significant and has a negative effect of -0.111. Indirect effect of reward system on workplace deviant behavior through work motivation shows that the value of t statistics is 2.499 > 1.96 and p-value is 0.013, meaning that effect of reward system on workplace deviant behavior through work motivation is significant and has a negative effect of -0.106.

These results support the research of theoretical studies by Jeewè and Kumari (2021) that explore independent variables that impact workplace deviant behavior. In this study, it was found that almost all employees in any organization work with the aim of receiving rewards in financial form such as salaries and benefits so that they become significant motivators in workplace deviant behavior. Employee ambiguity in identifying job descriptions and poor communication between management and employees often leave them unmotivated.

Motivation as a mediation can explain through indicators of belongingness and love needs which found that employees have high socialization with colleagues and physiological needs which shows that some employees who feel less satisfied with their income will make low work motivation considering the physiological needs that must be met. This research shows the

indicator of production deviant in workplace deviant behavior including behavior like coming late, often playing mobile phone and wasting resources using Wi-Fi during working hours. Frequently receiving gifts from outside parties goes into the deviant property indicator.

From the results of the analysis on the category workplace deviant behavior, researchers sharpened by comparing the results of questionnaires from medical and nonmedical personnel, found that about 10 respondents who did have a value were seen to have a tendency to fill in almost often and always for workplace deviant behavior. From these results, 7 were included in the nonmedical category. Results of this significant study support dimensions and theories of workplace deviant behavior according to Bennett and Robinson (2000) where this behavior is associated with voluntary behavior among employees who lack motivation to comply or are motivated to violate social norms.

B. The Effect of Organizational Climate on Workplace Deviant Behavior

Results of testing directly effect of organizational climate on workplace deviant behavior showed that t value of statistics is $0.084 < 1.96$ and p-value is 0.377, it means that effect of organizational climate on workplace deviant behavior was not significant and had a negative effect of -0.111. These results support Anjani and Syahrizal's (2019) research which shows that the non-physical work environment has no significant effect on workplace deviant behavior. Results of this non-significant study contradict Lussier's (2017) theory where organizational climate as quality perception of internal environment that lasts a relatively long time, which is relatively perceived by its members and then will affect work behavior.

Structural indicators that get the lowest average index value mean that employees feel not quite clear with their job desk and regulations in the hospital. Identity and loyalty with the highest average index value mean a high sense of employee pride in their existence and commitment to work.

This research also contradicts the results of Maharani (2020)'s study which shows the relationship between a significant organizational climate with workplace deviant behavior and Alias *et al.* (2018) which states that organizational ethical climate turns out to have a negative and significant effect on workplace deviant behavior. The warmth indicator that gets the second highest value means that employees have felt a high warmth among colleagues.

Respondents in this study are also permanent employees who have worked for more than 2 years, where respondents have been able to adapt to the structure in the organizational climate, their work, have high loyalty and commitment and friendship because they have worked in this hospital for quite a long time.

C. The Effect of Work Motivation on Workplace Deviant Behavior

Work motivation towards workplace deviant behavior shows that t value statistics $3.576 > 1.96$ and p-value of 0.000 means that effect of work motivation on workplace deviant behavior is significant and has a negative effect of -0.340. The higher the perceived work motivation, the lower the workplace deviant behavior. This research supports the study conducted by Malik *et al.* (2019) which states that work

motivation has a negative and significant effect on workplace deviant behavior. If employees are intrinsically and extrinsically motivated, they will not cause negative and dangerous behavior and have friendly relationships with all colleagues.

Indicator of belonging and love needs has the highest average index value, which means that socialization and association between employees are good. This is related to the indicators of personal aggressiveness where employees have a low level of workplace deviant behavior among individuals. Physiological needs which state that some employees feel not quite satisfied with the income received in line with results of Michel and Hargis (2017) research study which found a negative and significant relationship between intrinsic motivation and higher offense behavior. Intrinsic motivation in this study is generally related to frustration with psychological needs (meeting life needs) which can result in a lower level of intrinsic motivation.

This proves Abraham Maslow (1970)'s theory which states that motivation is impulse or strength that causes people to do something or try to meet their needs. Motivation that a person has proven what kind of behavior will be realized such as a person's lack of satisfaction with income received will lead him/her to behavior to meet his/her needs.

D. The Effect of Reward System on Workplace Deviant Behavior

Reward system for workplace deviant behavior shows that value of t statistics is $2.399 > 1.96$ and p-value is 0.017, meaning that effect of work motivation on workplace deviant behavior is significant and has a negative effect of -0.292. The higher the perceived reward system, the lower the workplace deviant behavior. This is not in line with study conducted by Shoaib and Baruch (2017) which revealed a positive and significant relationship between expectations for rewards and workplace deviant behavior. Incentives are one dimension of extrinsic rewards that have an impact on expectations for rewards so that sometimes it can cause workplace deviant behavior such as a lack of channeling their efforts towards work and not contributing to organizational goals but, increasing their personal profits.

Financial indicator gets the lowest average index value, which means that employees still think that salaries and benefits received are not in line with expectations. Salaries and allowances that are financial indicators themselves can trigger someone to behave well or not. Reward systems that affect workplace deviant behavior themselves support theory of workplace deviant behavior by Bennett and Robinson (2000) where disappointment in reward systems that are not appropriate for performance can lead someone to workplace deviant behavior.

E. The Effect of Organizational Climate on Work Motivation

Organizational climate towards work motivation shows that t value statistics $3.815 > 1.96$ and p-value of 0.000, meaning that effect of the organizational climate on work motivation is significant and has a positive effect of 0.327. The higher the perceived organizational climate, the higher the work motivation. This research supports the research conducted by Kumar (2021) that organizational climate has a significant influence on employee motivation. Zainal *et al.*

(2021) also found that the organizational climate is positively and significantly related to employee work motivation. Organizational climate can be applied through rules and policies to feel responsible in carrying out tasks and responsibilities.

Clarity on work objectives also needs to be well organized, where the results of study show that employees do not yet understand enough about structure, namely their job desk and hospital regulations. Entity and loyalty itself are indicators with highest average index, which means that employees already have high loyalty and commitment to work. Results of this study support dimension and understanding of organizational climate by Lussier (2017) as a perception of relatively long-lasting quality of internal environment, which is relatively perceived by its members and then will affect work behaviour. A conducive organizational climate is an important aspect that plays a role in increasing employee motivation.

F. The Effect of Reward System on Job Motivation

Reward system for work motivation shows that *t* value of statistics is $3.548 > 1.96$ and *p*-value is 0.000, meaning that effect of reward system on work motivation is significant and has a positive effect of 0.313. The higher the perceived reward system, the higher work motivation. This research supports the research of Kassahun (2019) which states that there is a positive and significant relationship between rewards and employee motivation. Alexander's research (2020) also found that salaries, bonuses, commissions and working conditions have a positive relationship with employee motivation.

Results of this study support definition of reward system according to Gibson *et al.* (2011) which states that rewarding systems are valued and related to the level of work performance of an individual. Reward system in influencing work motivation in this study is financial where employees still feel salaries and benefits are not in accordance with expectations where it is related to work motivation, namely physiological needs where with increased income will make employees work more actively.

VI. RESEARCH FINDINGS

The results showed that effect of work motivation on workplace deviant behavior had the highest correlation value compared to the correlation between other variables. Work motivation is obtained by directly or indirectly influencing the organizational climate and reward system for workplace deviant behavior. Production deviant is the most common type of work deviant behavior found in this study.

VII. CONCLUSIONS, IMPLICATIONS, AND SUGGESTIONS

A. Conclusion

Based on the research that has been done, it was found that organizational climate and reward system that is indirectly mediated by work motivation have a negative and significant effect on workplace deviant behavior. Organizational climate has a negative and insignificant effect on workplace deviant behavior. Reward system has a negative and insignificant effect on workplace deviant behavior, meaning that the higher the

reward system obtained by employees, the lower the level of workplace deviant behavior. Work motivation has a negative and significant effect on workplace deviant behavior, meaning that the higher the work motivation obtained by employees, the lower the level of workplace deviant behavior. Organizational climate has a positive and significant effect on work motivation, meaning that the higher the organizational climate perceived by employees will increase work motivation. Reward system has a positive and significant effect on job motivation, meaning that the higher the reward system perceived by employees will increase job motivation.

B. Managerial Implications

Results of this study can be a positive implication for hospital management to form a strategy to increase work motivation and reduce workplace deviant behavior through improving the organizational climate and reward system.

Hospitals need to pay attention to how human resource management systems start from policies and regulations that can be applied to support a conducive organizational climate. The need to analyze the positions required to review and use complete information about positions in operational, job desk, and workforce qualifications. Management can identify and specify in detail job duties and requirements, and interests relating to a particular job or position.

Structure in the organizational climate needs to be considered from a clear understanding of the hospital goal wants to achieve, an understanding of their job description and structured hospital regulations so that employees can contribute to their work and take responsibility for their work. Hospital management needs to pay attention to whether employees feel the support of hospital owner.

Remuneration system also needs to pay attention to hospital management by providing remuneration that is in accordance with performance and life needs that must be fulfilled by listening to aspirations and paying attention to employee welfare. This remuneration system includes salaries in accordance with UMR Bekasi, transportation benefits, pension benefits, commissions and health insurance consistent in providing health services to employees.

Hospital management itself needs to pay attention to which policies are appropriate to be implemented in hospitals related to employee work motivation. Motivation of each employee is certainly different in terms of meeting the needs of life related to finance up to self-actualization.

Salary level system needs to pay attention to hospital management and hospital owners whether it is in accordance with performance, competence, educational background or the length of dedication of employees to the hospital. Income received by employees needs to be considered whether it is sufficient to meet physiological needs. Employees also need to be given encouragement for training so that there is a development of existing self-skills and potential.

Non-medical personnel are more likely to perform workplace deviant behavior of the production deviant type related to the type of work, for example, administration which tends to have more opportunities in workplace deviant behavior such as for example disposing of excessive resources (electricity, Wi-Fi, water) of course make service productivity decrease and even cause financial losses of hospitals indirectly or directly. Finding of medical personnel

in the type of production deviant needs to be considered because with reduced quality and concentration when focusing on serving patients can certainly reduce health services to endanger patients.

In other types such as deviant property, political deviant and personal aggressiveness, nonmedical personnel in management units that are more dominant in doing workplace deviant behavior need to be considered because it will make losses for the hospital. Some medical personnel who have a tendency to do workplace deviant behavior need to be very considerate of hospital management where at a serious level it can seriously jeopardize patient safety and tarnish the hospital's reputation in the public.

C. Suggestions

Clear and unequivocal regulations and sanctions by hospitals to employees related to workplace deviant behavior such as counseling, providing knowledge about the detrimental effects for hospitals to house employees. Clear and firm rules and sanctions related to workplace deviant behavior such as verbal violence and bullying that occur between coworkers. Prevention of workplace deviant behavior by evaluating the recruitment system in hospitals.

Heads of related units should pay attention to the organizational climate where employees get explanations and briefings on hospital regulations and objectives, organizational structure, job descriptions such as job desk and which related units are employees' workplaces. The assessment of the reward system is mainly of the extrinsic type between hospital owners, managerial and employees such as basic salaries and benefits that need to be considered in accordance with hospital policy. Work motivation assessment which includes income that can meet physiological, and welfare needs. Career and salary level system that can motivate employees between hospital owners, managerial and employees whether the level is in accordance with seniority, performance that has been given to hospitals and employee aspirations.

This research is still very limited, because it is only conducted in private class C hospitals and respondents are only permanent employees with a limited number, therefore researchers suggest that further research can be conducted in other type of hospitals or government-owned hospitals with more diverse respondents. Future research can further expand by measuring the impact of workplace deviant behavior on patient safety. Research development is suggested that future research can add other variables such as personality traits, job stress, job loyalty, organizational commitment and job satisfaction that can affect workplace deviant behavior.

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